

EUROPEAN NEWS

Paul Betts reports on the innovative Futuroscope theme park

Bringing Poitiers into the future

AT first sight it looks like the set of a science fiction film being erected rather incongruously in the flat monotonous countryside around the city of Poitiers.

It is nowhere near the scale of the Eurodisneyland project being built outside Paris, or the countless other entertainment theme parks mushrooming throughout France, but the Futuroscope project is nonetheless unique in combining some of the familiar characteristics of theme parks with a new concept in education and high technology industrial activity.

The park dreamed up by Mr René Monory, the French Education Minister, opened this month. It has some striking architectural characteristics, including a glass building in the shape of a crystal rock housing one of the world's largest cinema screens. Another building with the huge globe symbol of the futuristic park houses exhibits on the theme of modern communications and high technology. There is an area for small children and an artificial lake still under construction which will lead to a series of pavilions each with a theme illustrating life in the future.

In the autumn a highly specialised school called *lycée pilote* (pilot school) will open, where students will study for a technology baccalauréat and



René Monory: political patron

reliant on agriculture and with an 11.7 per cent unemployment rate, Futuroscope is also designed to improve the image of Poitiers and encourage the development of tourism.

"Our region is not very rich in terms of tourism like the nearby Loire Valley and its famous châteaux or the Bordeaux wine region. We hope Futuroscope will attract more tourists here," said Mr Monory who has been actively promoting his project between his ministerial duties. Already he expects about 500,000 visitors to come to Futuroscope in the re-

maining months of this year with the number growing to about 1m a year by 1989.

Although there was local scepticism initially over Mr Monory's project, now even the left-wing opposition is backing the scheme. "I had the idea of doing something of this kind after the left came to power in 1981 and I was back in opposition," explained Mr Monory, who gathered a young team around him and moved quickly to promote the scheme. He also visited Silicon Valley and Disney's Epcot centre in Orlando, Florida, for ideas.

Above all, however, the new park is likely to help change the image of Poitiers, which is in need of a boost. "Most people abroad don't even know where Poitiers is. If they do, they immediately associate this city with French trade protectionism and the dirty tricks of our administration," remarked a local hotelier referring to the famous affair of video cassette recorder (VCR) imports.

A few years ago, the French government made Poitiers, with its inconvenient geographical position and awkward transport facilities, the centre where all imported VCRs had to be cleared by French customs. It was a blatant move to obstruct the imports and although the government subsequently lifted its VCR import restrictions and obstacles, Poitiers has never lived them down.

Norway to toughen law on high-tech

By Karen Foss in Oslo

THE Norwegian Government has moved to still US anger over the involvement of Kongsberg Vapenfabrikk in sales of high technology to Moscow by promising to introduce tough legislation to protect Western technology from export to the Soviet Union.

In a letter to President Reagan, Mrs Gro Harlem Brundtland, Norwegian Prime Minister, said a bill designed to strengthen the enforcement of the strategic export control through increased penalties and more severe statutes of limitation will be submitted to parliament this autumn.

"At the same time, our system of export licensing, physical inspection and customs control will be significantly strengthened."

Investigations are under way into whether Kongsberg may have been involved in other exports in violation of CoCom agreements, besides its role in selling strategically important machine tools and related technology to the Soviet Union.

The Prime Minister's letter, and the mooted legislation, is in response to recent action taken by the US Congress to seek compensation from

The overall French trade deficit in the first five months of 1987 now totals FFr 15.3bn,

French markets decline in wake of trade deficit

BY GEORGE GRAHAM IN PARIS

FRENCH financial markets fell sharply yesterday in the wake of a severe deterioration in the country's foreign trade deficit.

The deficit slumped to FFr 5.6bn (£567m) last month after seasonal adjustments, compared with FFr 3.6bn, despite an improvement in the French surplus on agricultural trade.

France's worsening industrial trade deficit more than doubled in May, reaching FFr 3.8bn, with imports of capital goods running at an especially high level. Over the past three months they have been 9.1 per cent higher than in the same period a year earlier.

The Finance Ministry, which has grown increasingly worried at the climate of economic pessimism prevailing in France, tried to put a favourable gloss on this industrial trade deficit by saying it showed the strength of capital investment by industrial companies.

The government has come under attack, not only from the socialist opposition but also from right-wing critics such as the former prime minister Mr Raymond Barre, for not doing more to stimulate corporate investment.

The overall French trade deficit in the first five months of 1987 now totals FFr 15.3bn,



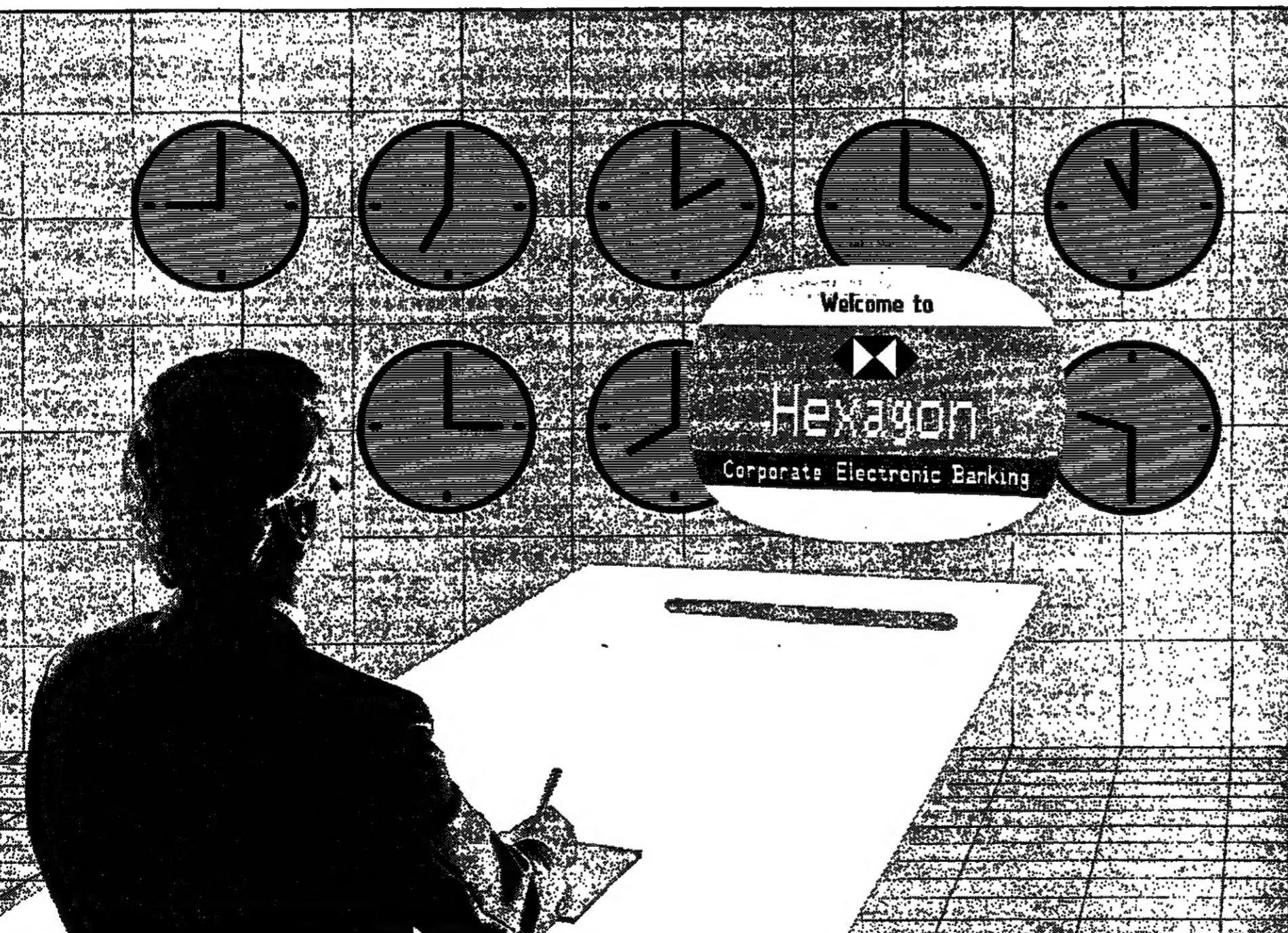
Balladur—under pressure

compared with a deficit of only FFr 6bn in the same period of 1986.

The news yesterday sent the French franc sliding, even though rumours of an even worse trade deficit had been circulating in Paris markets the previous day.

The three sales could together bring in another FFr 46bn for the state at current market values, bringing total receipts for the year to around FFr 90bn — three times the original budget projection.

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CONSOLIDATED ASSETS AT 31 DECEMBER 1986
EXCEED US\$91 BILLION.

Irish government backs £260m meat venture

BY HUGH CARNEY IN DUBLIN

THE IRISH Industrial Development Authority, hit last week by the sudden shutdown in Dublin by Hyster Corporation of the US, yesterday announced it is to put £260m into an £820m expansion of the indigenous meat industry.

Under the scheme, Goodman International, a private Irish meat processing and exporting company owned by Mr Larry Goodman, is to spend £1520m in fixed assets and £1640m in working capital over five years to build five new factories and expand five other existing plants in the Irish Republic.

Already the largest beef processor and exporter in Europe through its subsidiary Anglo-Irish Beef Processors, Goodman plans to increase dramatically its capability in added-value products. Its main markets are in Britain, West Germany, France and the Middle East.

The project has heavy political backing from the Fianna Fail government of Mr Charles Haughey, the Prime Minister, who chaired a press conference to launch the under-taking.

He said the scheme, slated to create more than 1,100 full- and part-time jobs, was particularly desirable because it was being undertaken by an indigenous company, was export orientated and added value to a natural resource.

After the embarrassment over the Hyster deal, into which the IDA sank £115m to back the company's efforts to develop automated handling equipment, the IDA was keen to stress the investment in Goodman, one of its largest, was good value for money.

The IDA contribution will be divided into £225m in capital grants over five years and £25m in repayable preference shares. The IDA will be involved in attempts to raise a further £130m towards the project from Feoga, the EC's European Agriculture Guidance and Guarantee Fund.

Maltese doctors may return

THE END to a ten-year-old industrial dispute by Maltese doctors is expected to be negotiated over the weekend by the Medical Association of Malta and the island's new government of Dr Eddie Fenech Adami, Godfrey Grima reports from Malta.

This would mean the return home of about 80 foreign doctors, mostly East Europeans, who were recruited by former premier Mr Dom Mintoff to run Malta's central state hospital, St Luke's, in 1977 whilst Maltese doctors were locked out of state hospitals for taking industrial action. Many eventually left the island and they are now being given a month to decide whether they wish to fly back home to their old jobs.

Brussels offers Yugoslavia loan

THE European Community has offered Yugoslavia an Ecu 550m (£240m) loan for road and railway projects, the official Tancus news agency said yesterday. Reuter reports from Belgrade.

A loan agreement, still to be ratified by the 12 EC countries and the European Parliament, has been signed in Brussels.

The 20-year 7.5 per cent interest loan will pay for the remaining 400 miles of a 746-mile trans-Yugoslav motorway from Austria to Greece and for modernisation of Yugoslavia's railway network.

Yugoslavia has also asked for a grant of Ecu 100m from the EC budget. It was rejected by the Community but will be rediscussed.

Belgium likely to lose out in tussle for ballet genius

BY WILLIAM DAWKINS IN BRUSSELS

BELGIUM yesterday stood on the brink of losing Mr Maurice Bejart, the mercurial director of the Brussels-based Ballet of the 20th Century.

French-born Mr Bejart has accepted in principle a generous offer from the Swiss town of Lausanne to move his 60-strong dance company to the shores of Lake Lemann. The result has been an international tussle between Belgium, Switzerland and France, which has shown renewed interest in tempting Mr Bejart back to his home country.

The Lausanne local authorities have offered a package worth up to SwFr 5m (£1.8m) for the troupe, an offer which the financially hard-pressed Belgian authorities are hard-pressed to match. The bearded 60-year-old dance genius is understood to have had heated personal battles over the company's management with Mr Gerard Mortier, the Flemish director of the Belgian National Opera.

Public opinion is divided over which man to blame in a dispute which provides a telling illustration of the perennial tensions in Belgium between French and Flemish interests. "I am not abandoning Belgium. Belgium is abandoning me," Mr Bejart told Belgian radio.

Mr Bejart has kept an otherwise dull Belgian ballet at the centre of the international

stage for the past 27 years, and is a major figurehead in the nation's increasingly depleted cultural scene.

His departure would be a serious blow to a country which is increasingly worried about seeing its cultural heritage usurped by foreigners. This includes most of the best works of Belgian surrealist painter René Magritte, due to be sold in London next month because of a row over his wife's estate.

Mr Bejart announced his surprise plans late last week from Leningrad, where he is preparing a television film with the Kirov Ballet. A desperate Mr Philippe Monfils, president of Belgium's French executive, flew to the Soviet Union in a fruitless bid to persuade Mr Bejart to Belgium to set up a new company under French rather than Flemish management.

By a curiously ironic twist, Mr Monfils left Mr Bejart empty-handed to attend the opening yesterday of a Magritte exhibition in Leningrad.

It is by no means sure whether Mr Bejart's future is finally sealed. The mayor of Lausanne plans to meet him in Leningrad today to sign a conditional contract. But Mr Philippe de Villiers, France's Secretary of State for Culture, is understood to be trying to get the private sector to mount a counter bid.

Hungary urged to adopt more radical reforms

BY LESLIE COLLIOTT IN BUDAPEST

A LEADING Hungarian economist and father of Hungary's economic reform programme, the first in Eastern Europe, has criticised the Communist leadership for "lacking the courage" to carry out essential economic and political reforms.

Mr Rezső Nyers, a former top party official, was instrumental in launching the Hungarian economic reforms in 1986. He said however that Hungary's recent economic reversal could not be overcome without a genuine break through which would allow the entire economy to operate on a "market basis". Mr Nyers' remarks were made in an interview at the Hungarian parliament where he heads the domestic and international trade committee.

The Hungarian leadership under Mr János Kádár is faced with stagnating growth, a widening hard currency deficit—\$400m in the first five months—and a growing net hard currency debt. Many Hungarians blame Mr Nyers' reform programme for the fall in real incomes since 1981 and for inflation which the Government admits will be well above its target of 7 per cent.

The Hungarian Communist Party said yesterday that a two stage programme is to be adopted next month to cope with immediate economic problems and to introduce new reforms.

Mr János Barabás said a two to three year economics stabilisation plan would be announced along with a plan to reduce Hungary's external debt and to give "top priority" to restructuring industry. Price and wage reforms would also be introduced.

The political leadership, he



János Kádár—faced with ailing economy

said, now realised that certain conflicts could not be avoided and that some social groups would be hurt by the reforms. In a remark aimed at prominent critics of the party's economic policies he said "Kádár regime does not regard the population as a guinea pig to test economic ideas."

Mr Nyers said the public mood has grown hostile towards further economic reforms. Not

since the "Habsburg era" has there been an atmosphere of such a *a priori* resistance by Hungarians," he said. He attributed it to "serious economic mistakes made in the past and to the leadership's delays in pressing forward with new reforms.

At the root of the party's hesitancy over reforms, he noted, lay the fears of conflict and social tensions in Hungary. The leadership felt Hungarians would not accept even a small amount of unemployment which would inevitably result from meaningful economic reforms.

Dutch environmentalists call for waste inquiry

DUTCH environmentalists said yesterday that they had called on the Government to ask West Germany to carry out a full inquiry into its scheme to build a huge dump for industrial waste near the Netherlands border, Brussels reports from the Hague.

The association said the West German Government is planning to investigate possible risks to the environment arising from the dump but this was not sufficient and it had asked Mr Nijhuis to demand a full environmental inquiry.



Extracts from the letter to shareholders from Mr Patrick Pollet, President and General Director

I am glad to confirm that the 1986/1987 fiscal year of your company has met its objectives and exceeded them. We were able to continue our stabilisation policy. In this respect, we have accepted the purchase offer which had been submitted to us by the Prümmer group.

This fiscal year has also seen a closer collaboration with the Au Printemps S.A. company.

The group's turnover, including taxes, for 1986/1987 reaches 11,287 million French francs, against 10,274 million French francs, thus showing an increase with comparable data of 10%.

The current results before taxes reach 328.1 million French francs against 200 million French francs.

The net consolidated profit reaches 220.5 million and includes an appreciation of 84.4 million following transfer of payment shares. Without this appreciation this profit would have reached 136.2 million against 97.9 million last year with comparable data.

The REDOUTE S.A. showed a current result before taxes of 78.7 million (72.4%). After exceptional items, such as the above-mentioned appreciation following the transfer of shares and the write-off of debts, the net profit reaches 105.8 million against 30 million for the preceding fiscal year.

The REDOUTE CATALOGUE economic unit reached a turnover including taxes of 8,871 million (+10.2%), a current result before taxes of 225 million (20.2%) and a profit of 130 million (24.7%).

The VESTRO-S.I.A.D. unit which includes mail-order sales in Italy, Spain and Germany, showed a consolidated turnover of 442 billion lire and a net profit of 3 billion lire against 111 million for the preceding fiscal year.

The overall financial services which link the Finare, Redoute-Assurances companies as well as the La Chêne Companies have shown in 1986 a very satisfactory development. Their activities, with a total of granted financial products of 1,200 billion francs, 1,600 billion francs.

EDITIONS ROMBALDI—The fiscal year has been marked by a withdrawal from brokerage activities and the confirmation of the profitability of the mail-order sales.

The turnover reaches 200 million (+4.5%) and the net profit 2.2 million after inverse provisions for depreciation of stocks and various risks.

To conclude, I would like to point out to you that the general assembly of the 22nd July next will have to make a decision on a unit dividend of 10 francs per share, 10 francs per share, a global distribution of 63.18 million francs against 51.80 in 1985/1986.

Finally, concerning the fiscal year and bearing in mind forecasts of a slowdown of the household market, especially in the second half of the year, we hope to achieve a turnover increase of 8% together with a higher increase of results.

IRI fails to resolve row over steel industry

By John Wyles in Rome

A STRUGGLE between Professor Romano Prodi, chairman of IRI, the Italian state holding company, and members of his executive committee over the future management of the unprofitable public steel industry remained unresolved yesterday after weeks of argument.

The IRI executive has postponed until July 7 a decision on whether to confirm for another three-year term the present board of Finisider, the state-owned steel holding company which employs 20,000 people, together with the re-appointments of Mr Lorenzo Rosito and Mr Sergio Magliola as its president and managing director.

A terse announcement on the postponement was seen as confirming that Prof Prodi had still not convinced all of his four colleagues on the IRI executive of the need for a change at the top of Finisider. The IRI chairman is a Christian Democrat nominee, but each of the others represents one of the other four political parties in the last Italian coalition.

The current uncertainties over the make-up and leadership of the next government following last weekend's general election are thought to be partly responsible for the obstacles being put in Professor Prodi's way.

This is because the next government will have to grapple with a major restructuring operation for steel, designed to cut the industry's steadily increasing losses. These amounted to L580bn (£245m) last year and represent the failure of the recovery plan being implemented by Messrs Rosito and Magliola.

After reducing capacity by 30 per cent and cutting 55,000 jobs, the plan was badly knocked off course by a steep fall in steel prices in the second half of last year, rising imports and falling exports. A new plan was presented by the Finisider management in May but then rejected by IRI as too lacking in detail.

Professor Prodi believes that the management should have reacted more nimblly to the deterioration in the market last year. He fears that the management will have little credibility in negotiating new cuts with the trade unions after the failure of its initial strategy.

His confidence was further shaken by marked differences between the recovery strategy submitted at the end of April and the more detailed plan sent in May. Not published but extensively leaked, this calls for 18,000 redundancies (including 2,600 externally employed on maintenance and services) and a recapitalisation of around L2.700bn over the next three years.

IRI's adoption of a final steel plan is being eagerly awaited in Brussels where the Commission believes that Italy is breaching the EC's ban on all operating subsidies. It now looks likely that, once in place, the next Italian Government will seek permission not only to supply financing for plant closures but also operating aids until Finisider reaches its new break-even target, which would be the end of next year.

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EUROPEAN NEWS

A Special Correspondent reports on delayed reforms to Italy's criminal justice system

No hope of remission for Italian prisoners

THE Italian system of criminal justice has long been a source of concern for European human rights groups. The European Court of Human Rights has been strongly critical of its workings and certain cases have given Amnesty International much to worry about.

No one seems to know for certain, but the notoriously slow grinding of Italian justice may mean that nearly 70 per cent of those behind bars are still awaiting conviction or acquittal.

The calling of elections has put for at least two years, if not forever, a referendum which could have opened the way to individual claims for damages against grave negligence by the all-powerful magistracy. More seriously for those imprisoned on criminal charges, the election cast uncertainty over the planned introduction by 1989 of a new code of criminal procedure designed to replace statutes introduced by the fascist regime in 1930.

The new code was passed in outline by the last parliament and is now awaiting detailed drafting by a ministerial committee. Its greatest novelty would be the introduction of a trial procedure embodying features of the accusatorial system common to the English-speaking world.

Italy's system dates back to the Holy Inquisition, modified by the Napoleonic codes. It



Behind bars: when a case eventually comes to trial, defending counsel may only suggest lines of questioning

puts responsibility for criminal powers of a magistrate by investigations into the hands of requiring him to seek the endorsement of a judicial magistrate—albeit a working colleague. It would also introduce alternative modes of trial, including a form of plea bargaining in an attempt to speed up the painfully slow proceedings.

When the accused eventually come to trial at the moment, they face a presiding judge whose task it is to arrive at the "truth." The only help that defending counsel may offer is to suggest witnesses to be called and lines of questioning which the judge should follow.

The new code offers some check on the imprisoning

"instructional judge" in the Italian system is that every step in the process is controlled by members of the career judiciary who investigate, prosecute, try and judge without being answerable to any civil or political power. Independent juries were abolished in 1930 by Mussolini, and the reform would not revive them.

Senator Giuliano Vassalli, president of the Senate's justice committee when the reform was drafted and a widely acknowledged legal authority, concedes the legal importance of potential authority.

"We must try to reduce the role of the career judiciary because they are too powerful, they will not let us. They not only control the judicial process and the prison system, but the Ministry of Justice too."

Though the Italian constitution defines the magistracy as "subject to the law," only the magistracy has the power to interpret it, and it seems to dictate how the laws are written.

These untrammeled powers are often justified by the need to fight terrorism, the Mafia, and corruption. Asked about the sovereignty of parliament, however, Senator Vassalli sighed: "We have a limited sovereignty here like in East Europe—limited by the power of the judiciary. There is little we can do about it."

Paris launches TV experiment

FRANCE yesterday launched an experimental scheme for privately-run local television stations

The National Committee for Communications and Liberties watchdog body said new private channels would broadcast in the Indian Ocean island of Réunion and the Caribbean territories of Martinique and Guadeloupe.

Japan's European van market share falls

BY KENNETH GOODING, MOTOR INDUSTRY CORRESPONDENT

SALES OF Japanese commercial vehicles in Western Europe increased only slightly in the first quarter of this year compared with the same month of 1986 and in booming conditions, their market share fell sharply.

Total commercial vehicle sales in Western Europe in the quarter were nearly 10 per cent up at 426,700, against

388,300 in the same period last year.

The Japanese lifted their volume sales marginally, from 62,125 to 62,296, which left their market share down by 1.4 percentage points to 14.6 per cent.

This is the lowest level since

1984 since when the Japanese

share rose to peak at 16.9 per

cent last year, mainly at the expense of Volkswagen of West Germany and Ford.

Renault of France, which regained top place in the European commercial vehicle sales league last year with a 16.8 per cent share—just ahead of the combined Japanese penetration of 14.6 per cent—lifted its performance again in the first quarter to take 17.6 per cent

Ford showed the greatest gain in the quarter—a 3.1 point improvement to an 11.7 per cent share, reflecting the fact that production of the new Transit van is now at a high level

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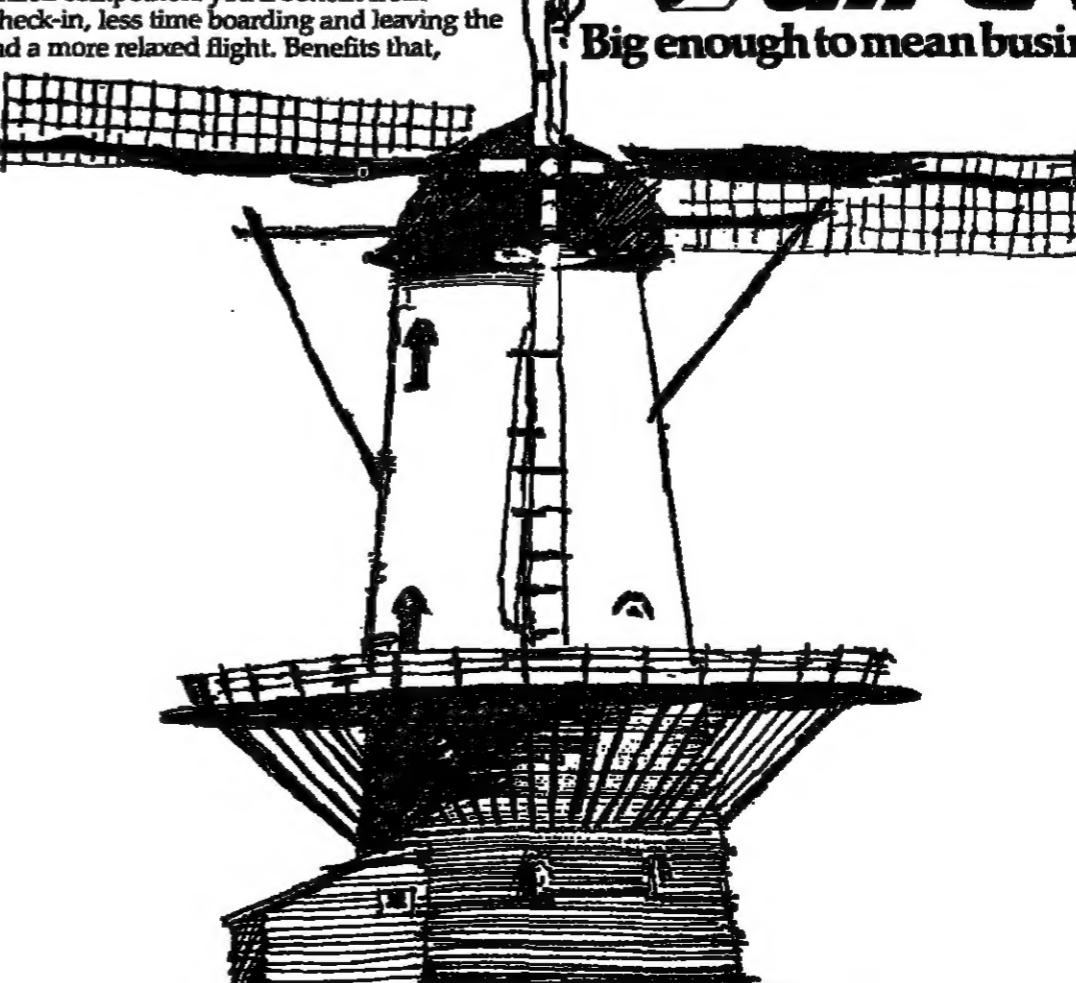
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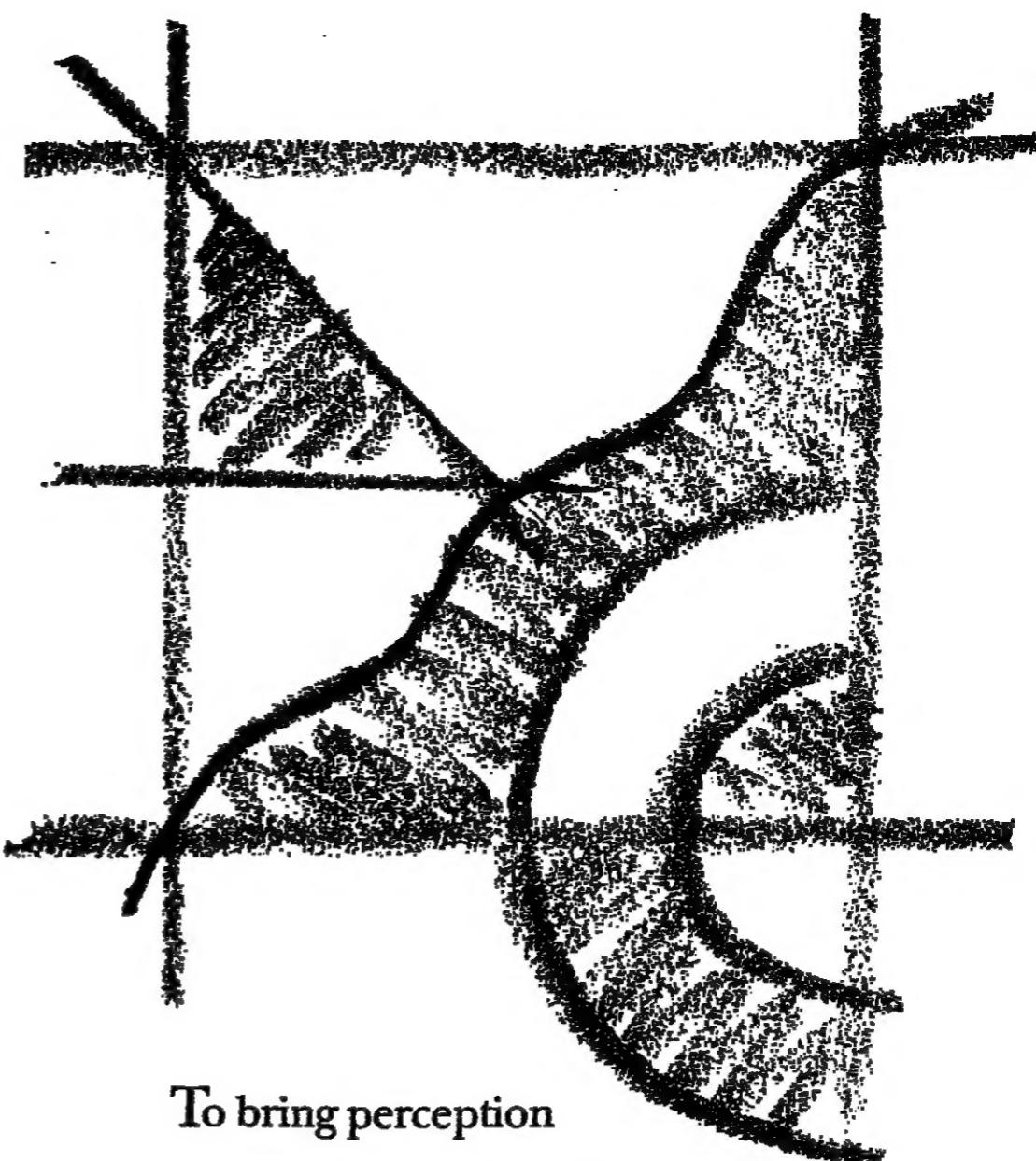
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OECD OUTLOOK

Industrial nations head for a lacklustre performance

BY PHILIP STEPHENS, ECONOMICS CORRESPONDENT, IN PARIS

THE Organisation for Economic Co-operation and Development yesterday reported a significant worsening in the economic performances of industrialised nations.

In its latest assessment of prospects for the next 18 months it predicts a continuation of slow growth, high unemployment and large current account imbalances.

The half-yearly Economic Outlook is markedly less optimistic than the Organisation's previous set of forecasts published last December.

It predicts that output growth among the 24 OECD nations will average only 2.4 per cent in both 1987 and in 1988. The pace of expansion is expected to be still slower in West Germany and Japan, while the number of people out of work will remain high almost everywhere.

World trade is expected to grow by only 3.2 per cent this year compared to the 4 per cent recorded in 1986. The prospects for inflation are "broadly satisfactory" but in the US in particular they have worsened slightly.

The report follows the failure of the leaders of the West's three main economies—Presi-



Nakasone (left), Reagan (center) and Kohl—tougher times ahead

dent Reagan of the US, Mr Yasuhiro Nakasone of Japan, and Mr Helmut Kohl of West Germany—to agree on any new policy initiatives at the recent economic summit in Venice.

For the OECD area as a whole inflation is expected to run at about 3.5 per cent this year and to accelerate marginally in 1988. In the US, however, the effects of the recent dollar

decline and the recent rise in oil prices is likely to move inflation into the 4 to 4½ per cent range.

This would appear to bring US inflation to a point where any further acceleration would have to be resisted by the monetary authorities and there provoke a rise—possibly sharp—in interest rates."

In an unusually forthright commentary on the overall outlook, the Organisation adds that even this lacklustre

growth performance could be jeopardised by renewed balance on financial markets unless governments in the biggest economies live up to their policy commitments.

The recent deterioration it says, is due in large part to an apparent weakening in private sector confidence, related in particular to recent wide swings in exchange rates and uncertainty over their future evolution.

"For confidence to be restored, it is important for governments swiftly to implement internationally agreed commitments," the Outlook says.

If confidence "is fiscal re-balancing of policies in the major economies with a tighter approach in the US, offset by looser policies in Japan and West Germany.

The largest action required is in a reduction in the US budget deficit and in that context the US Administration should admit the possibility of tax increases—particularly as the cut in the 1987 deficit now seems likely to turn out smaller than expected and as there is as yet no agreement with Congress on the 1988 budget.

As regards monetary policy, the Organisation says the prospects for growth and inflation are consistent with a continuation of the present relatively easy policy stance in most countries. That could lead to a further marked reduction in interest rates.

despite the February's Louvre agreement between the major industrial nations to seek to stabilise exchange rates.

"The view that a period of greater exchange rate stability was desirable did not imply a judgment that the existing configuration of exchange rates and policy settings would produce a full correction of external imbalances... this is indeed doubtful," the Outlook says.

If confidence "is fiscal re-balancing of policies in the major economies with a tighter approach in the US, offset by looser policies in Japan and West Germany.

The largest action required is in a reduction in the US budget deficit and in that context the US Administration should admit the possibility of tax increases—particularly as the cut in the 1987 deficit now seems likely to turn out smaller than expected and as there is as yet no agreement with Congress on the 1988 budget.

As regards monetary policy, the Organisation says the prospects for growth and inflation are consistent with a continuation of the present relatively easy policy stance in most countries. That could lead to a further marked reduction in interest rates.

Summary of OECD projections

	Seasonally adjusted at annual rates			
	1985	1986	1987	1988
Real GNP	2.7	2.5	2.4	2.4
US	4.7	2.5	2.2	2.2
Japan	2.5	2.4	1.4	2.2
W. Germany	2.5	2.5	2.2	2.2
Other Europe	2.5	2.5	2.4	2.4
Total OECD	3.0	2.5	2.4	2.4
Real total domestic demand				
US	3.4	2.5	1.1	2
Japan	3.8	4.0	2.1	2.3
W. Germany	1.5	2.7	2.1	2.3
Other Europe	2.2	2.1	2.1	2.1
Total OECD	3.1	3.6	2.2	2.2
Inflation (private consumption deflator)				
US	3.5	2.1	4	4.1
Japan	2.1	0.6	0	1.1
W. Germany	2.1	-0.4	1	1.4
Other OECD countries	0.4	7.0	6	5
Total OECD	4.5	2.8	3.1	3.1
	Sbn			
Current balances				
US	-117.7	-140.6	-147	-126
Japan	49.2	86.0	95	87
W. Germany	13.2	35.8	37	29
Total OECD	-58.9	-19.7	-23	-30
	Per cent of labour force			
Unemployment				
US	7.2	7.8	6.4	6.4
Japan	2.6	2.8	3	3
W. Germany	8.3	8.0	8	8.5
Other Europe	11.1	11.0	11	11.1
Total OECD	8.4	8.3	8.1	8.1
	Percentage changes			
World trade	3.6	4.0	2.1	4
	Source: O			

Average unemployment rate to remain constant

BY PHILIP STEPHENS

THE OUTLOOK for the unemployed in industrialised nations remains bleak, despite a pick-up last year in the pace of employment growth, the OECD says.

It forecasts that the average unemployment rate for its 24 member nations will remain constant at 8.1 per cent throughout 1987 and 1988. That represents over 31m people looking for work.

The Organisation also warns that on current trends employment growth in industrial nations over the next five years may be only slightly more rapid than the growth of the labour force.

Hence, unemployment could well remain a major problem in many OECD countries, especially in Europe.

In 1986 there was a relatively strong rise in the number of jobs in both Europe and the US, but overall this did little more than match the rise in the labour force.

Slower growth in output this year and next is likely to be reflected in a deceleration in

employment growth, leaving little prospect of a fall in the jobless total.

Many of the new jobs likely to be created are also expected to be concentrated in the part-time sector.

The overall picture, however, masks significant differences between the likely performance of different economies, the Organisation says.

The US, whose unemployment rate is already significantly below the European average, can expect some further slight fall. The OECD forecasts that that rate will be down to 6.1 per cent by the end of 1988 from the present 6.4 per cent.

By contrast, the numbers unemployed in Europe may increase by 500,000 to 20m over the next 18 months, pushing the unemployment rate up from 11 to 11.1 per cent.

In countries with above-average unemployment rates—Britain, Spain and the Netherlands—the jobless totals may fall slightly, but in West Germany, Italy and France they are projected to rise.

UK growth likely to lead to small fall in jobless

BY PHILIP STEPHENS

BRITAIN'S economic growth is likely to outpace that of most other major industrial nations in 1987, leading to a further small reduction in the unemployment rate, the OECD says.

It predicts that the British economy will expand by 3.1 per cent this year against the OECD average of 2.4 per cent, while the jobless rate may fall from 11.3 per cent in the first half of 1987 to 10.4 per cent by end 1988.

The Economic Outlook is less optimistic, however, on the overall prospects for 1988, for which it projects slower growth and a substantial deficit on the current account of the balance of payments.

Inflation is also likely to edge higher and "substantially more rapid wage increases than in other countries" are likely to remain a problem.

For this year, the OECD sees growth relatively balanced between consumption, private

Fall in US dollar begins to show through

BY PHILIP STEPHENS

THE DOLLAR'S sharp depreciation against other major currencies over the past two years is now being reflected in trade flows between the leading industrial nations, the Organisation says.

It adds, however, that large current account imbalances between the US, Japan and West Germany are likely to persist for several years and after an initial improvement could begin to worsen again.

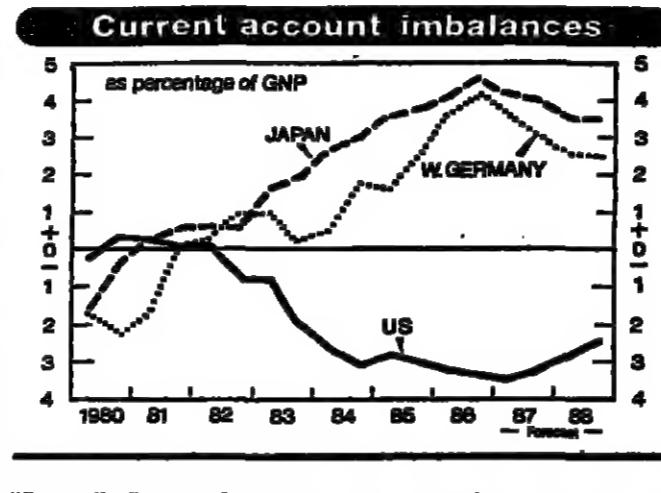
The Economic Outlook forecasts that US exports of goods may grow 12 percentage points more rapidly than imports in 1987, reflecting the increased competitiveness of US industry.

The US terms of trade with the rest of the world, however, are projected to worsen by 8 percentage points, because of both higher prices for imported oil and the likelihood that prices of imported manufactures will rise relatively strongly.

That is projected to lead to a \$6bn (\$2.5bn current account deficit in 1986) shortfall this year.

Consumer price inflation, expected to average 4 per cent this year, is likely to be running at an annual rate of 4.5 per cent in the second half of 1988.

Because of the size of the US trade deficit, these negative



"J-curve" effects could result in a widening of the gap in dollar terms during 1987.

By 1988, however, the trade deficit should begin to narrow, reflecting slower growth of domestic demand in the US.

For Japan, the OECD says, the trade surplus may increase in 1987 but decline slightly in 1988.

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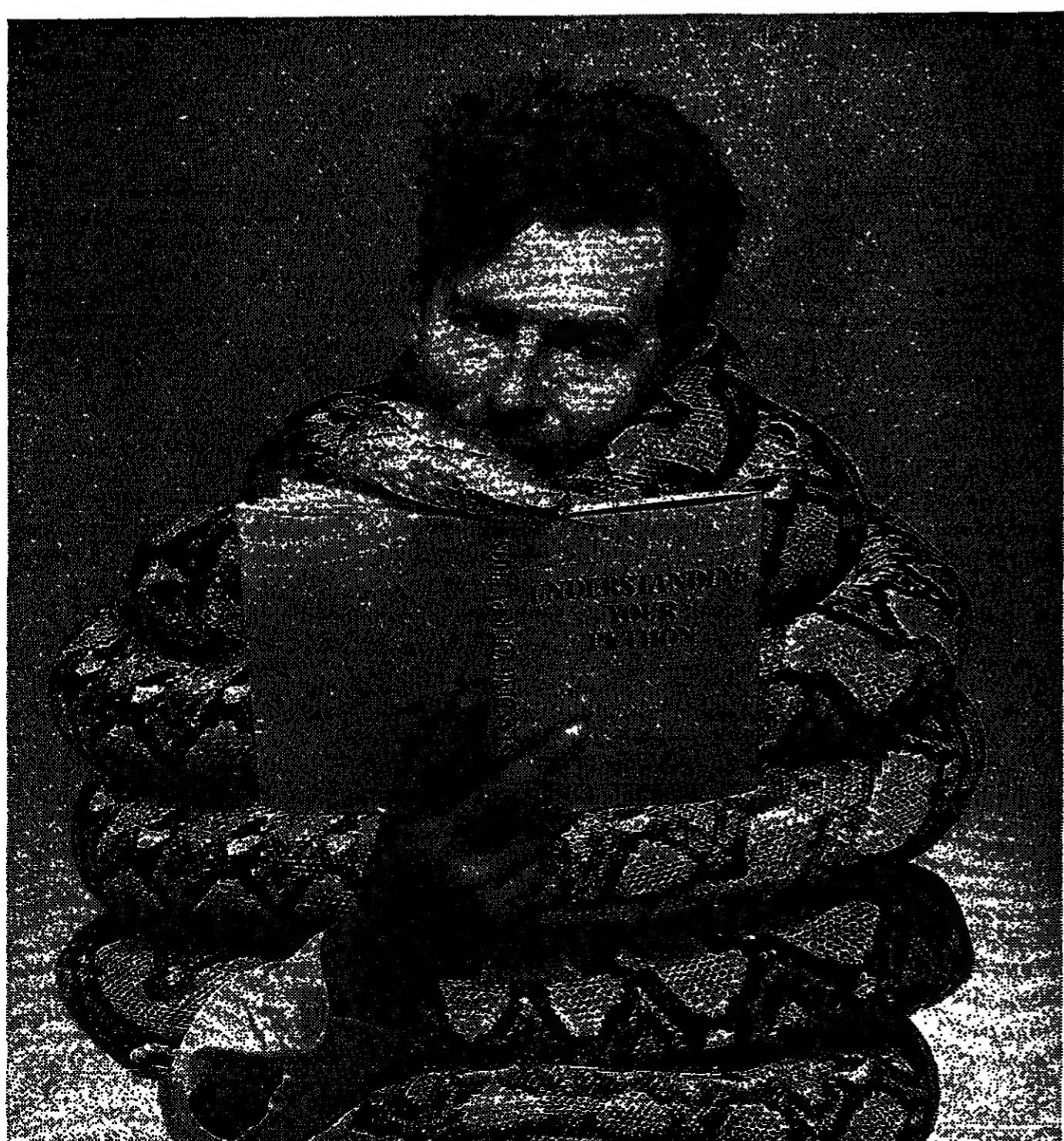
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OVERSEAS NEWS

Sharjah coup underlines federal uncertainty

Richard Johns reports on the latest unresolved crisis in the Gulf

THE FEDERATION struggle within the ruling family of Sharjah has faced the United Arab Emirates with what is probably its most serious constitutional crisis since the formation of the federation in 1971. Yesterday the dispute within the Al Qassimi clan was unresolved.

Having returned from a holiday in London where he heard the news on Wednesday of his "abdication," Sheikh Sultan was sitting in neighbouring Dubai proclaiming his legitimacy.

In his home Emirate his elder brother Sheikh Abdul-Aziz with the 2,000-strong Emiri Guard under his control was sitting tight with border points and the airport closed, refusing to receive a delegation appointed by the UAE Supreme Council to mediate.

In the slow, stop-go evolution of the UAE it has always been impossible for anyone to say whatever the largely irrelevant proviso, the constitution says, but for the federal writ runs.

In practice the length and breadth to which it has asserted itself has depended on how far Abu Dhabi, the richest and therefore dominant member of the seven-member union, has been prepared to foot the bill for the federal budget and subsidise the poorer Emirates. With the fall in oil prices and



Sheikh Sultan: heavy debts

squeeze on its own finances its willingness and ability to do so have waned.

One factor in the present imbroglio is clear: Sheikh Abdul-Aziz and other members of the Al Qassimi, one of the most factious of feudal ruling families in the Gulf, had decided that Sheikh Sultan was

not fit to govern because of his prime responsibility for the state's financial mess.

It had borrowed heavily on the strength of a very limited revenue from its 30 per cent share of the off-shore Muhabrik oilfield and more plausibly the Sajaa gas field discovered and developed by Amoco. It was the latter that gave Sharjah a measure of independence from periodic hand-outs from Sheikh Zaid of Abu Dhabi.

In the name of Sheikh Sultan it has incurred a total debt of at least \$1bn and as much as \$1.5bn-\$1.6bn, according to the estimate of one bank involved. About half of it is accounted for by arrears which have piled up over the past two years. While international banks have received irregular payments, local financial institutions and contractors have suffered most.

Among his peers, the bookish and increasingly religious Sheikh Sultan is unique in having received higher education with a degree in agriculture from Cairo University and more recently a PhD from Exeter University where he endowed a chair in Islamic studies. His thesis, ironically, was very critical of Britain's original intervention in the Gulf against the pirates of the

Sajaa gas field which also yields 50,000-60,000 barrels a

day in condensates for export, generates electricity in plants run by the Emirates General Petroleum Corporation, a federally owned concern with a monopoly over gas distribution as a fuel replacement for oil. It so happens that because of difficulties with the UAE budget and Abu Dhabi's reluctance to go on subsidising other members of the UAE, Sharjah has not been paid for any of the methane used.

EGPC is estimated to owe anything up to \$500m-\$450m which in the first instance should be paid to Amoco. For that reason the company has withheld royalties and taxes in respect of the dry gas. The resulting dispute with Sharjah has been referred to the International Chamber of Commerce in Paris for arbitration.

Bankers who have dealt with Sheikh Sultan say that he was inept at financial management. He had several offers of assistance with a comprehensive debt settlement but turned them down preferring to deal with creditors individually. Yet they are the first to point out that the Federal Government has been largely responsible for the financial mess.

The methane flow from the Sajaa gas field which also

Hanoi names elderly leaders to top jobs

Vietnam's parliament yesterday named Mr Pham Hung, an aged and ailing former Viet Cong guerrilla leader, as prime minister in what appeared to be transitional appointment. Reuter reports from Hanoi.

Mr Vo Chi Cong, 74, an advocate of pragmatic economic change, was given the largely ceremonial post of President, replacing 86-year-old Mr Truong Chinh, Vietnamese officials said.

Mr Hung, also 74 and said by Vietnamese officials to have a history of heart and liver illness, takes over from resistance hero Mr Pham Van Dong who was Vietnam's second premier and had held office since the mid-1950s.

Vietnamese officials said privately the election of Mr Hung and Mr Cong by the National Assembly appeared to be a transitional move in keeping with a strong Confucian tradition of respect for seniority.

Mr Nguyen Co Thach, the Foreign Minister, and Mr Vo Van Kiet, State Planning Commissioner, men in their 60s, were favoured by many Vietnamese hoping for younger, more capable leaders to correct massive economic problems.

One party member said the appointments were the assembly's "best options and correspond to reality."

Mr Nguyen Van Linh, the party leader, and other reformists at the top of the Communist hierarchy have been calling for drastic but gradual change in the government and party leadership.

"There will be no big changes overnight. It's a process that may require a transition period," the party member said.

He was backed indirectly by Pakistan and Bangladesh. But India, which is the host and chairman of the two-day meeting, stayed aloof and showed no sign of letting its small neighbours do more than vent their frustrations.

US seeks new curbs on sales to East bloc

BY DAVID BUCHAN AND NANCY DUNNE

THE US is to press its allies for tougher penalties on export control violators in the wake of revelations yesterday that a Toshiba subsidiary sold a second batch of sensitive machine tools to the Soviet Union. Japanese officials told their American counterparts yesterday that Toshiba Machine made a second sale of four propeller grinders to the Soviet Union in April 1984 after selling a similar number the year before in conjunction with the Norwegian company, Kongsberg. US officials say the sale has endangered western security and forced the Pentagon to spend "billions of dollars" to repair the damage.

News of the sale is likely to further inflame congressional animosity towards Toshiba. Senate aides are already drafting legislation imposing sanctions which could ban Toshiba from the US market.

Dr Steve Bryen, head of the defence department's technology security division, said yesterday that the US would use a planned meeting in Paris of the Coordinating Committee (Cocom) to press the Europeans and Japanese to impose more severe penalties on export control violators.

American held in Lebanon

so reported for ABC News on last year's US Air raids on Lebanon.

A spokesman for ABC News in New York said Mr Glass stayed in Beirut as a freelance reporter with an exclusive contract with ABC. He had covered the assassination of Lebanese Prime Minister Rashid Karanji earlier this month for the network.

Another US network quoted security sources in Beirut as speculating that Mr Glass was kidnapped to prevent him from giving testimony against Mohammed Ali Hameidi, a Palestinian being held in West Germany on suspicion of hijacking the TWA Boeing 747.

Besides covering the 1985 hijacking of TWA Flight 847, Mr Glass al-

New Zealand to sell off shareholdings in state enterprises

BY DAI HAYWARD IN WELLINGTON

NEW ZEALAND'S Labour Government is to sell off parts of major state-owned enterprises, including 25 per cent of Air New Zealand, and portions of the Development Finance Corporation, Petrocrops—the Government-owned oil and natural gas producer and distributor—the Forestry Corporation and the new-created Government Property Corporation.

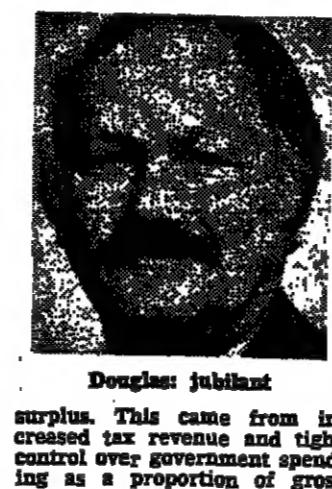
The proceeds from the sale of shares to the public will be used to pay off NZ\$2600m (2217m) of New Zealand's huge overseas debt, officially put at NZ\$242bn.

In addition the nine new state-owned enterprises, created on April 1 from former government departments such as the Post Office, will issue state enterprise Equity Bonds for up to 25 per cent of their total paid up capital.

The moves were announced by Finance Minister Roger Douglas in the Budget last night.

As expected the financial statement was largely a review and justification of the Labour Government's policies over the past three years, and in part had the late August election in mind. There were, however, no particular vote-earning moves.

The Government is moving strongly to clamp down on company tax avoidance loopholes and will review the system of



Douglas: jubilant

surplus. This came from increased tax revenue and tight control over government spending as a proportion of gross domestic product.

Although the total amount of income tax paid by individuals will decline indirectly by the coming year the Government expects to increase its tax revenue by NZ\$3.4bn to a total of \$21.3bn.

The increase will come from the Goods and Services Tax, the Fringe Benefit Tax, which taxes company perks, an increase in company tax, the phasing out of export tax concessions, the taxing of social welfare benefits, and increase in income tax because of higher wages and salaries.

In addition there will be an increase of \$45m in non-tax government revenue. Much of this will come from dividends from the newly-created state-owned corporations.

One move which will help the Government's election chances was to reduce the tax surcharge imposed on old age superannutants who have other income. This measure is extremely unpopular with elderly people and Mr Douglas has been under considerable pressure to remove it. Although he has not abolished the surcharge completely he has increased the amount a couple may receive over and above their benefits before they start paying the surcharge.

US readies welcome for Chadian leader

BY PETER BLACKBURN IN ABIDJAN

CHAD'S President Hissene Habre, who earlier this year inflicted a humiliating military defeat on Col Muammar Gaddafi, the Libyan leader, can expect a warm welcome in Washington during his six day official visit which started yesterday.

After a stunning desert campaign the lightly armed but fast moving Chadian troops last March drove the vastly superior Libyan forces into headlong flight from northern Chad after a four-year occupation.

President Habre will now be asking President Reagan for more military and financial aid to complete the expulsion of Libyan troops from Chadian territory and to start the reconstruction of one of the world's poorest countries drained by more than two decades of civil war.

Libyan troops still occupy the 110,000 sq km Aouzou strip on Chad's northern border. The largely uninhabited but reportedly mineral-rich territory was annexed by Libya in 1973.

President Habre has vowed to drive the Libyans out of the area. However, to do so he needs fresh military equipment, logistical support and protection from air attacks launched from bases in southern Libya. Military analysts say the US

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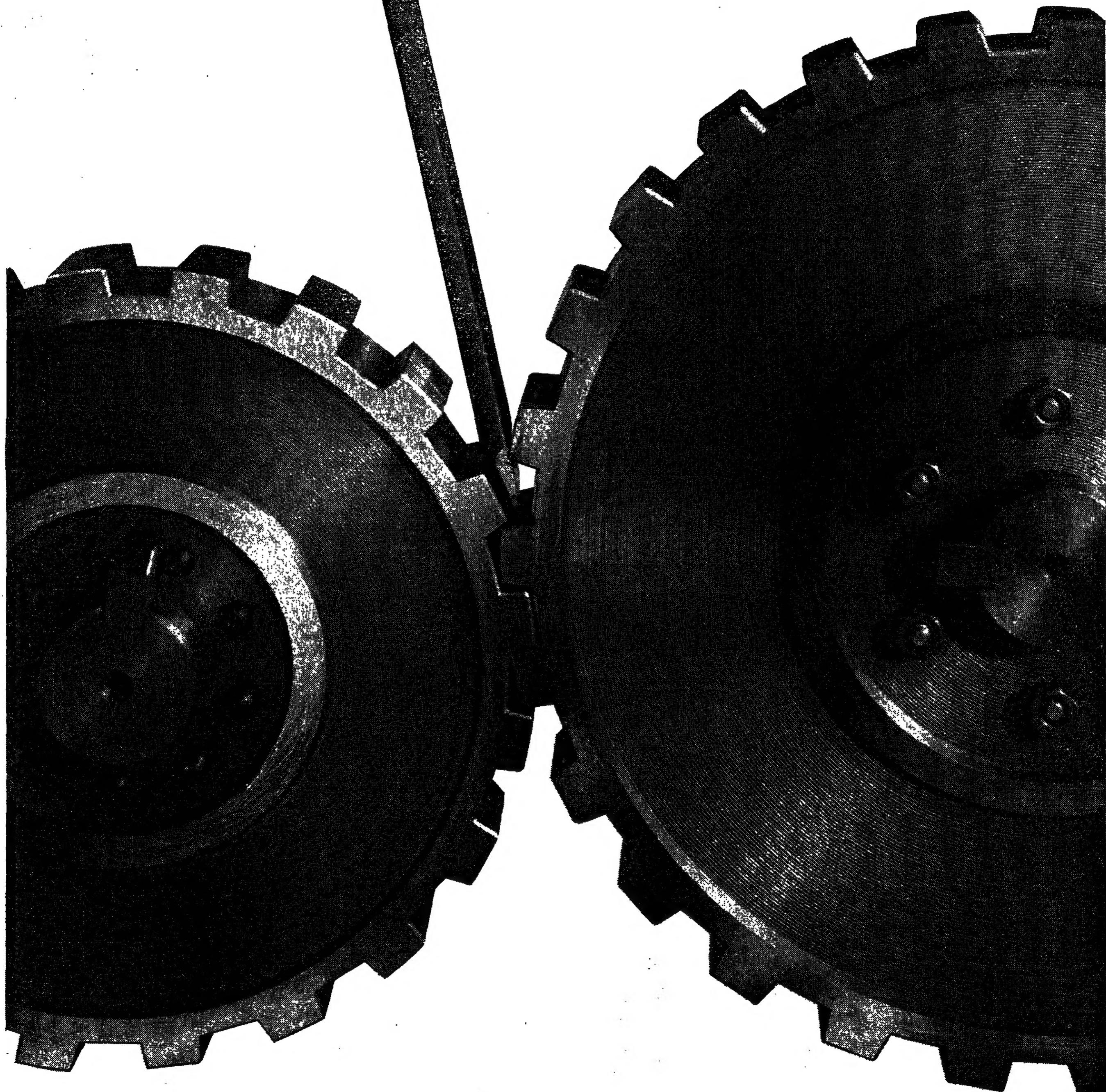
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AMERICAN NEWS

Corrigan warns of lack of direction in markets

By William Hall in New York

MR GERALD CORRIGAN, the president of the Federal Reserve Bank of New York, yesterday warned that the US cannot afford a financial system where participants are allowed to maximise profits and failures are bailed out by a public safety net.

There is a "sense of unease" in the financial markets that "all is not well" the central banker said in testimony to the Senate Banking Committee yesterday.

There was concern that legitimate, broad-based considerations of public interest, about the structure and stability of financial markets and institutions, were being "swept aside in a helter-skelter of events that lacks an underlying sense of direction and may be weakening the system," he added.

Mr Corrigan, who proposed this year his own plan for reforming the US financial system, was addressing a Congressional committee investigating a broad-based reform of the US banking and financial system. He described the speed and scope of change in US financial markets and institutions as "revolutionary."

He warned that there was "a subtle danger that the developments we are witnessing—at least at the margin—are being reinforced by a belief that the public safety net associated with banking and finance will protect, not just the system as a whole, but also all of its individual component parts, including those who have acted in an irresponsible and un-disciplined manner."

"To the extent that that perception exists, it must be changed. Of all the freedoms contemplated by the current environment, the freedom to fail must be part of the equation," said Mr Corrigan.

"To put it differently, we simply cannot have a financial system in which even a few participants seem to believe that standards of behaviour start with the maximisation of profits and end with the socialisation of losses."

US narcotics observer sent to Bahamas poll

BY ATHENA DAMIANOS IN NASSAU

A US Congressional committee on terrorism, narcotics and international operations has asked the Centre for Democracy, a Boston University affiliate, to observe the Bahamian general election on its behalf.

With alleged corruption the main campaign issue, the opposition Free National Movement has gained momentum over the past two months and is attracting record crowds at its public meetings.

The opposition is campaigning on a 1984 Commission of Inquiry report, which linked some of Sir Lyndon's friends and political allies to drug traffickers, but did not point his finger at him. The Prime Minister was found, though to have spent almost eight times more than he officially earned over a seven-year period.

On the campaign trail, he is saying that the FNM is supported by drug traffickers and that under an FNM government, drug barons would have a free run.

Among those candidates in the governing PLP running for re-election are Mr Kendal Notage and Mr George Smith, both of whom resigned from the cabinet because of Inquiry evidence that linked them to drug figures.

Sir Lyndon says the opposition has overplayed the corruption issue and that the charges have lost credibility. The FNM is headed by Mr Kendal Isaacs, a former attorney-general and a man of sterling reputation.

Argentine Falklands move

MR DANTE CAPUTO, the Argentine Foreign Minister, said yesterday his country was waiting for Britain to respond to overtures from Argentina, aimed to open talks on the Falkland Islands. Reuters reports from Buenos Aires.

"Argentina has reiterated its will to open dialogue," Mr Caputo said on Argentine radio, adding that his country "awaits the British reaction."

He said a congratulatory note, send by President Raul Alfonsin to Mrs Margaret Thatcher after the general election in Britain last week, was intended to open "a political space" with Britain.

in the wrong constituencies—we might as well face it."

He told Bahamians to vote in the area where they live, even if they have to do so on protest ballots.

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Violence breaks out in Canada post strike

By Bernard Simon in Toronto

VIOLENCE erupted on picket lines in various Canadian cities yesterday as striking letter carriers chose new targets in what is expected to become one of the country's most bitter labour disputes.

Riot police were called out at Halifax after strikers had tried to keep replacement workers and trucks out of a postal station. Vehicles were damaged at St John's, Newfoundland, and damage was reported at a station in Montreal.

The 20,000-member Letter Carriers' Union began its industrial action on Tuesday, after talks had broken down on demands by Canada Post for concessions on productivity and job security. The loss-making postal agency, whose poor service and high charges have been the butt of public criticism for years, says that it needs to concessions to meet its target of breaking even by 1989.

The union, which has no strike fund, has limited its action to "rotating" strikes in different cities. Canada Post says it maintained some deliveries in affected areas, mainly through non-union temporary workers, many of whom were recruited before the strike began. Striker targets yesterday included much of Atlantic Canada, as well as Quebec City, Edmonton and Vancouver.

The walkout is expected to turn into a big test of strength for the Progressive Conservative government.

US personal income rose 0.2% in May

US PERSONAL income rose by 0.2 per cent, or \$2.5bn, in May to a seasonally adjusted annual rate of \$3.650bn, the Commerce Department stated yesterday. Reuters reports from Washington.

The increase followed a revised 0.6 per cent rise in April. The Department had estimated that April income rose 0.3 per cent.

It also revised upwards the March personal income rise to 0.3 per cent from a previous 0.2 per cent.

Aligning himself firmly with the internationalist, rather than the nationalist, faction in the current Constitutional Assembly he said he had been given orders to ministers to draw up a new

Bernard Simon on the revived controversy in Canada over foreign ownership

Takeovers reopen old debate



Brian Mulroney

CONTROVERSIAL bids by Chicago-based companies for two pillars of Canadian business have revived a spirited political debate on Ottawa's foreign investment policies.

The interest is by no means confined to the specifics of the two takeovers now underway—namely, the proposed C\$1.2bn (US\$3.8bn) purchase by Anoco, the US's fifth biggest oil company, of the crippled Calgary energy producer Dome Petroleum, and the C\$2.7bn offer by JMB Realty, a real estate syndicator, for the Toronto property developer Cadillac Fairview.

Canada's foreign investment rules are a key element in the year-old negotiations towards a US-Canada free trade pact. US officials have identified the free and secure flow of investment capital as one of the stumbling blocks towards a new, financially secure shareholder.

Anoco's bid for Dome has focused attention on the growing number of foreign takeovers in the energy industry, a strategic sector in which successive governments have pledged to strive for maximum domestic ownership.

The pace of foreign acquisitions has accelerated across the board. The Dome and Cadillac Fairview takeovers bring the value of the largest investments in a new, financially secure shareholder.

But it is also a clear sign that the liberalised regulatory regime put in place since the Progressive Conservative government came to office in September 1984 is bearing fruit.

Proclaiming that Canada is "open for business again," Prime Minister Brian Mulroney has overseen the replacement of the Foreign Investment Review Agency (FIRA) by the

less restrictive Investment Canada (IC). The abolition of the interventionist National Energy Programme has removed many concerns among foreign investors in the oil and gas industry.

Anoco's bid for Dome was triggered last autumn by remarks by Energy Minister, Mr Marcel Masse that the Government would allow a foreign takeover of a financially troubled oil company.

Ottawa now confirms its formal vetting process to direct takeovers and new investments involving assets of more than C\$1m, and deals in culturally sensitive industries. Most other investors need only notify IC of their transactions.

The Government has approved all 250 cases examined by IC since the agency's inception in mid-1985.

IC has also been much more active than FIRA in promoting foreign investment in Canada.

A survey of foreign companies

published last month by the Conference Board of Canada showed that conditions which demonstrate that the Government is not being soft on US corporate raiders.

On the other hand, the apparent ease with which foreign investors are buying up large chunks of corporate Canada worries a small but vociferous group of economic nationalists.

The critics, mainly in opposition parties in parliament, in trade unions and in certain sections of the media, are concerned that foreign shareholders will act in their

WORLD TRADE NEWS

VW, Toyota on verge of light truck accord

BY ANDREW FISHER IN WOLFSBURG

VOLKSWAGEN is on the verge of signing an agreement on light truck assembly with Toyota, which will be the first co-operation deal by a West German motor group on its home ground with a Japanese concern.

Mr Carl Hahn, the chairman of Volkswagen, said yesterday the German company was "at a very advanced stage" in talks on producing the Japanese-designed truck at its Hanover plant. Asked if he was considering an agreement with Toyota, he said: "I'm quite certain it will."

The deal would also have political significance. "It makes sense, it is financially sound for both parties, and it is politically timely," Mr Hahn added.

"We are not talking only about an American-Japanese imbalance of trade, we are also talking about a similar state of affairs with regard to Europe."

The two companies would soon sign a memorandum of understanding, he added. Last week, VW said it was holding talks with the Japanese group, but declined to confirm Tokyo press reports that they involved light commercial vehicles.

Volkswagen, Mr Hahn said, production of the one-tonne pick-up trucks should start around the end of 1988. At first, only 3,000-4,000 a year would be produced, later building up to

Shultz gives warning of 'trade traumas'

By Roger Matthews in Singapore

Mr George Shultz, US Secretary of State, warned yesterday of "a possibly traumatic experience" for some countries as the US made the adjustments necessary to move from a deficit into a surplus trade balance.

He predicted these adjustments would happen much more rapidly than many observers believed.

Speaking in Singapore in July which opened direct trade links at least secured a formal footing. Another step will be taken this week when, for the first time in 30 years, some 45 Chinese companies will attend the Jakarta international trade fair, promoting everything from plastic sandals to traditional cures for impotence.

The US had to compete more strongly in its own domestic market, "and we do speak that language," he said.

The huge surpluses of Japan and West Germany have fed on this deficit, so something will have to give, and it will be possibly, a traumatic experience."

If the US Administration was to withstand domestic protectionist pressures, it would need more help from its trading partners, particularly those which maintain barriers to protect their own markets.

Mr Shultz's anxieties over the future of world trade were echoed by the Asean members and by the delegations from Japan, the European Community, Australia, Canada and New Zealand.

Mr S. Dhanabalan, Singapore's Foreign Minister, stressed that the region's future growth depended on access to the markets of the developed countries. But he feared that recent trends in those countries did not augur well for ASEAN.

Protectionist pressures in the US and Europe remained unabated. Japan had yet to show any real increase of access to its markets for foreign products. There had been an increase in bilateral trade deals among the developed countries at the expense of multilateralism.

Mr Dhanabalan urged the developing countries to show their political determination to prevent the world "from sliding into protectionism."

The report makes no mention of controversy surrounding its \$5.5m loan to a Philippines oil palm plantation where peasant farmers are said to have been forced off the land.

An official of the corporation said yesterday that any evictions had occurred before the CDC was involved. But it had asked for a report from the plantation management of cases where compensation had not yet been paid.

He was introducing the annual report of the corporation, which invests British aid money in private-sector companies and projects in the developing world.

New commitments of over £100m in 1986 brought the corporation's total overseas invest-

John Murray Brown reports on an end to 20 years' diplomatic hostility

Jakarta traders open the door to China

"LAWS FOR China traders and investors." Not so long ago it would have been unthinkable to find such a book in the Jakarta offices of Kadin, the Indonesian Chamber of Commerce. Twenty years after diplomatic ties were broken off and while official suspicions remain, Indonesia and China are today quietly forging a commercial partnership which could radically change trading patterns in the region.

The historic protocol signed in Singapore in July 1985 which opened direct trade links at least secured a formal footing. Another step will be taken this week when, for the first time in 30 years, some 45 Chinese companies will attend the Jakarta international trade fair, promoting everything from plastic sandals to traditional cures for impotence.

What is more, it has been achieved against stiff opposition from the Indonesian military who have been dragging their feet, claiming trade links would give China new opportunities for subversion.

The history of relations between these two huge countries should be the stuff of thriller writers. Peking is still accused of supporting the Indonesian Communist Party

PKI in the abortive coup of 1965, which saw President Suharto accede to power. Trade none the less has continued, with cheap manufactured goods from the People's Republic hitting supermarket shelves across the Indonesian archipelago. Some are smuggled from Singapore. A larger amount is transhipped through Hong Kong by Indonesian Chinese — among them a Mr Tsetu Wah Nan, formerly interpreter for President Suharto, Indonesia's first independent head of state.

Indonesia's neighbours in the Association of South East Asian Nations, in particular Thailand, have already picked up on the

freer economic climate prevailing in Peking. For many, China's decision to open its domestic markets has coincided with increased protectionism and sluggish demand for commodity exports in traditional outlets in Europe and the US.

The sharp fall in oil exports has been more dramatic for Indonesia. Historically the main foreign exchange earner, it has threatened to be the engine of development, if not put it firmly into reverse.

China's own foreign exchange shortage has prompted tough import controls in an effort to curb a growing foreign trade imbalance, in excess of \$10bn in

1986. However, Mr Cui Yushan, secretary general of the China Council for the Promotion of International Trade, said this week in Jakarta that China gives top priority to the purchase of Indonesian products.

In the 18 months since the protocol was signed, direct exports to China totalled \$310m, with imports at \$114m, according to Kadin. Indonesia's total non-oil exports in 1985 were \$5.9bn and imports of \$10bn.

Mr Chris Walean, who led the first exploratory mission to Peking in 1977, estimates indirect trade over the period has been reduced by as much as 15 per cent to around \$300m, as traders seek to avoid the higher costs incurred going through Hong Kong.

Indonesia exports to China include plywood, steel, aluminum ingot, rubber, palm oil, cement, fertilisers and coffee, outside the quotas set by the International Coffee Agreement.

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The sharpest change was the rise in French arms sales, from \$83m in 1984-85 to \$257m last year, making France the US fourth-largest Allied arms supplier.

The marketing switch to the US has been most marked in France, previously a very big arms exporter to developing countries. France is also the only NATO country to sell more arms to the US than it receives.

Barring approval of new protectionist measures, UK arms exports to the US seem set to rise further.

The UK purchase of Boeing

not known in China. It also conserves foreign exchange and reduces the incidence of payment default, a recent problem for Japanese suppliers to China.

Notwithstanding the natural attraction between two low-income markets, many observers believe there is considerable scope for high technology cooperation. China is said to have expressed interest in launching its Long March rockets from the equatorial jungles of Kalimantan, formerly Borneo. Indonesia's state-run aerospace company IPTN is also keen to sell China various products, including those assembled under licence, including the Super Puma helicopter, made in collaboration with the French company Aérospatiale, and the fixed-wing CR 295, a joint venture with Construcciones Aeronáuticas SA. Making the terms of the protocol may prove a short-term stumbling block.

Though the agreement allows for Chinese

REVOLUTION AT THE CHEMICALS FACTORY

At Shell Chemicals we've been changing the way we serve our customers.

As sometimes happens with chemical change we've come across a side effect: one man's idea of change is another's licence for revolution.

Witness the goings-on at the Shell Chemicals' Carrington plant on the outskirts of Manchester.

In only eighteen months Carrington has identified its strengths and turned itself around. Unprofitable plants have been weeded out and an investment of £20 million has turned Carrington into a leaner, fitter organisation which meets even higher targets.

In the vanguard of the revolution are the Carrington technicians; foremen, operators and maintenance workers rolled into one. They work as integrated teams able to do each others' jobs.

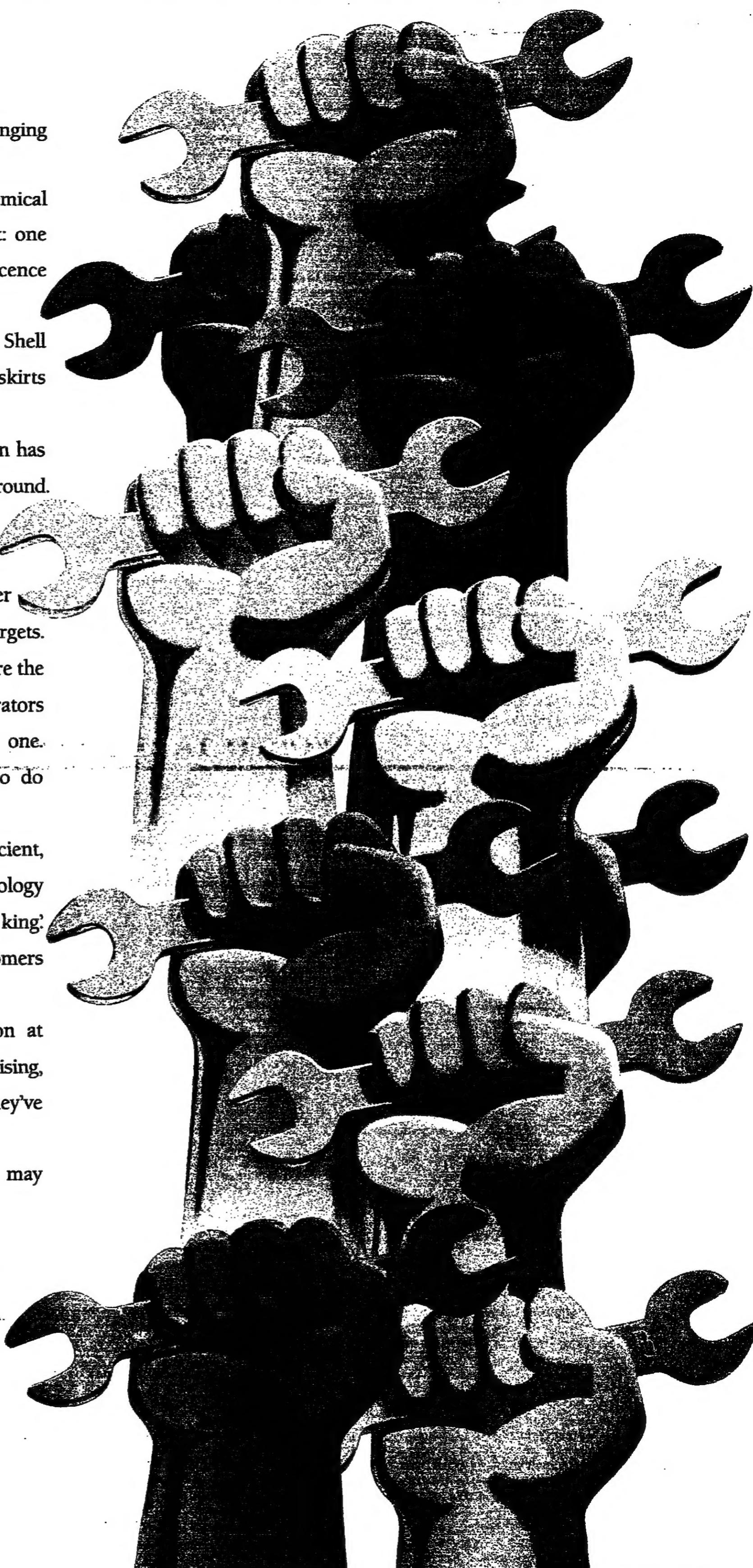
Highly motivated, flexible and efficient, committed to results, they follow an ideology entitled very simply 'the customer is king'. Performance can only improve. Customers please note.

We can reveal that the revolution at Carrington has contributed to another uprising, that of Shell Chemicals UK profits. They've uprisen threefold.

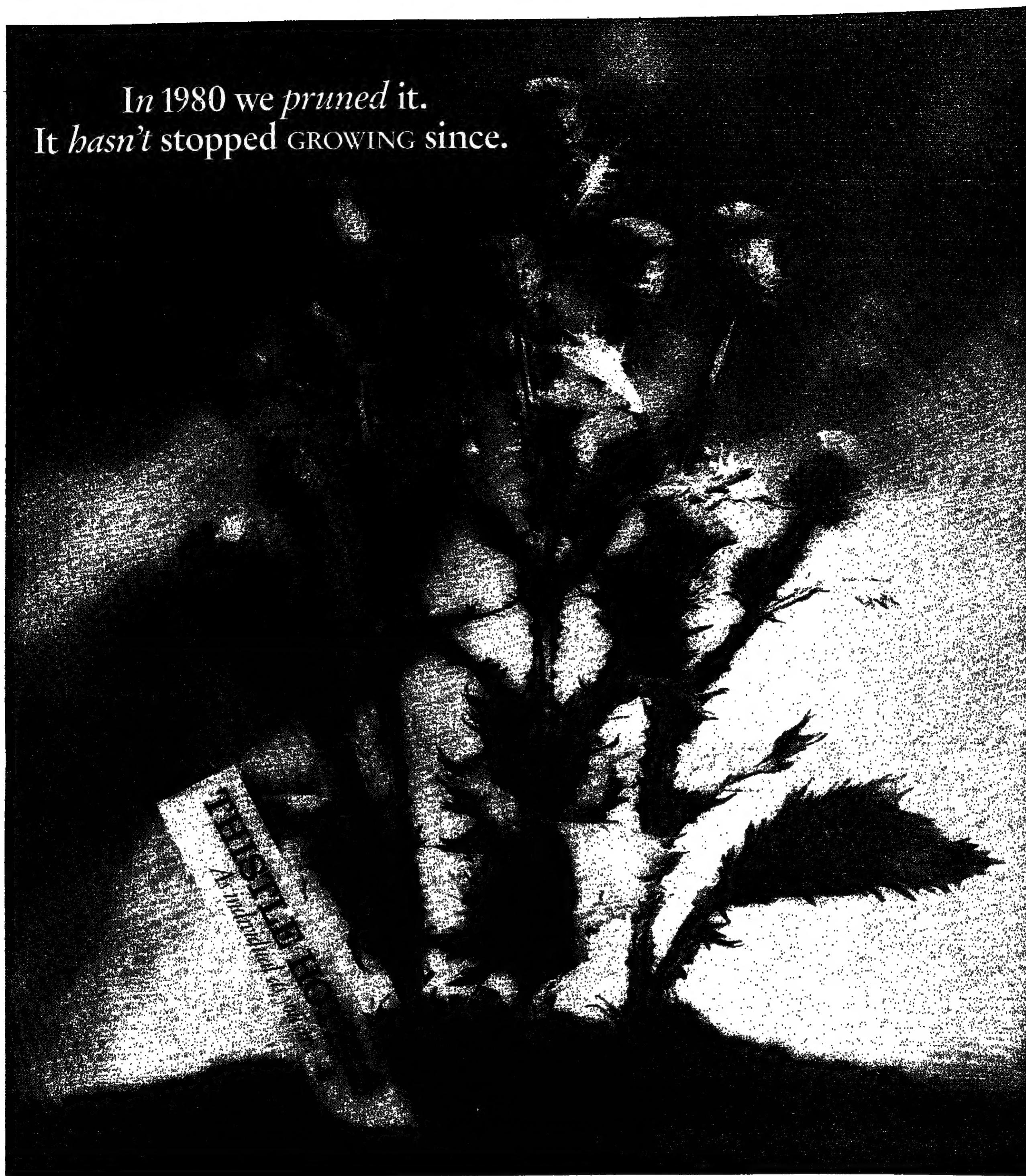
Something only our competitors may find revolting.

 **Shell Chemicals**

SHELL CHEMICALS UK LTD.
1 NORTHUMBERLAND AVENUE, LONDON WC2N 5LA.



*In 1980 we pruned it.
It hasn't stopped GROWING since.*



SEVEN YEARS AGO, SOME POSITIVE ACTION
WAS NECESSARY.

WE OWNED HOTELS OF TOO MANY
DIFFERENT TYPES, IN TOO MANY WRONG
LOCATIONS.

SO WE BROUGHT OUT OUR CORPORATE
SECATEURS AND CUT AWAY SOME OLD WOOD.

OUT WENT ANY HOTELS WE FELT COULDN'T
BE BROUGHT UP TO A HIGH STANDARD.
(TO OUR MINDS, IDEALLY 4-STAR.)

OUT WENT SOME HOTELS THAT WERE
TOO SMALL.

IN THEIR PLACE, CAME FIVE NEW HOTELS
IN CENTRAL LONDON. (THE ROYAL TRAFALGAR,
THE TOWER, THE ROYAL HORSEGUARDS, THE
ROYAL WESTMINSTER AND THE SELFRIDGE.)

IN CAME A MASSIVE REFURBISHMENT PLAN.

IN CAME A NEW CORPORATE IDEAL: "OUR
HOTELS ARE AS INDIVIDUAL AS YOU ARE."

THE RESULT? THISTLE NOW HAS 29 HOTELS,

EIGHT OF THEM IN CENTRAL LONDON.

LAST YEAR THE GROUP CONTRIBUTED 16%
OF OUR OPERATING PROFIT (COMPARED WITH
JUST OVER 1% IN 1981/82). AND THIS YEAR IT
WAS THE PROUD RECIPIENT OF A QUEEN'S
AWARD FOR EXPORT ACHIEVEMENT.

NOT BAD FOR A COMPANY THAT WAS ALL
OVER THE PLACE A FEW YEARS AGO.

Scottish & Newcastle

UK NEWS

Britain expels 15 more Iran embassy staff

BY ROBERT MAUTHNER, DIPLOMATIC CORRESPONDENT

BRITAIN YESTERDAY expelled 15 Iranian diplomats and announced that it was reducing its own diplomatic staff in Tehran to a single representative, who would have a caretaking function only.

The decision also leaves only one Iranian diplomat at the Iranian embassy in London, but a Foreign Office spokesman emphasised that it did not constitute a formal break in diplomatic relations.

The Iranian news agency IRNA had announced earlier in the day that Iran was withdrawing 15 of its 16 remaining diplomatic representatives in London, giving the impression that the latest development in the tit-for-tat row between the two countries was the result of an Iranian initiative.

This version of events, however, was categorically denied by the British spokesman, who said that the Iranian Foreign Ministry had been officially informed last Tuesday that Britain was going to reduce its diplomatic presence to one in Tehran by the end of the month.

The Iranians, in accordance with the principles of reciprocity, were told that they would be required to do the same at their diplomatic mission in London.

The spokesman said that the one official remaining behind at the British embassy in Tehran, 32-year-old Mr Paul Ramsay, a third secretary in the visa department of the British Interest Section in Tehran, would not perform diplomatic, commercial or consular functions.

These functions would be entirely

assumed by the protecting power in Tehran. Sweden has looked after Britain's interest in Tehran since 1980.

Mr Ramsay's sole task would be to assist the Swedish protecting power in administering "the considerable British estate" in Tehran.

Apart from a large embassy compound in the centre of Tehran, Britain also has a "summer embassy" in the hills to the north of the city.

Asked how the British Government's action would affect the activities of the Iranian Military Procurement Office (IMPOS) in London, the spokesman said that the dispute had been confined to diplomatic and consular representations, but IMPOS's activities were being kept under constant review. However, its staffing would naturally be affected by the fact that no new visas would be issued by Britain.

The present crisis in Anglo-Iranian relations began at the beginning of May when Mr Ahmed Ghassemi, a 29-year-old vice consul in Manchester, in the north west of England, was arrested and charged with shoplifting. After failing to reappear in court, police officers arrested him after a car chase and scuffle on May 28.

On the same day Mr Edward Chaplin, 36-year-old First Secretary in the British Interests Section in Tehran was violently abducted, but released the same day. It was these two events which sparked off the subsequent series of diplomatic expulsions and recriminations.

Clash at Rover meeting

BY OUR MOTOR INDUSTRY CORRESPONDENT

MR GRAHAM DAY, chairman of the state-owned Rover Group, yesterday shrugged off angry scenes at the annual meeting during which he was involved in a shouting match with one shareholder, who called on him to resign.

After a further £280m cash injection from the Government to cover the debts of the commercial vehicle operations, now sold, Rover reduced its operating loss in the same period last year, Mr Day said.

He was confident that the group's "good progress" would be demonstrated when the half-year results are published in August.

All the group's businesses were contributing to the improving performance. In particular, export demand had led Austin Rover, the car and light van subsidiary, to raise production by 20 per cent recently to an annual rate of over 520,000 and to take on an additional 600 employees.

Unemployment figure shows record fall to below 3m

BY JANET BUSH

THE GOVERNMENT'S official unemployment total recorded its largest ever fall last month, taking it below the key 3m mark for the first time since July 1984.

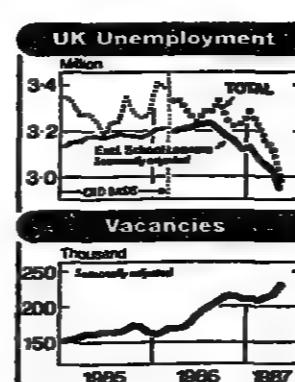
This was the 11th consecutive monthly decline and Employment Department officials hailed the figures as proof of the buoyancy of the economy. They said the figures could not be put down entirely to the Government's special employment measures.

Mr Norman Fowler, the newly-appointed Secretary of State for Employment, said it was particularly encouraging that unemployment was falling in all parts of Britain, but warned against complacency. "We still have a long way to go. Our aim will continue to be to help those out of a job back to work," he said.

All regions saw a decline in their jobless totals last month except for Northern Ireland, which lost another 300 jobs, taking its unemployment rate to 18.4 per cent.

The seasonally-adjusted total of those eligible for benefit, excluding school leavers, fell 64,300 in May to a total of 2,934m. This was the largest monthly drop since 1971 when the current record of data started, but Employment Department officials said the minimal differences between the series of figures used now and before 1971 meant the decline was probably the largest in any month since 1948.

The unadjusted total, which includes school leavers, fell 120,675 last month to 2,986m. In a record-setting month, this was the largest



monthly and 12-monthly fall since 1948. The last time this measure of unemployment was below 3m was in June 1983.

Mr Fowler yesterday met the same barrage of criticism from opposition parties and employment pressure groups as his predecessor Lord Young faced during his time at the Employment Department.

Mr John Prescott, Labour's shadow Employment Secretary, said the figures had fallen because of "the record number of part-time, low-pay schemes, the new work-for-dole Job Training Scheme and the Restart programme" rather than the creation of real jobs.

He said real unemployment was still rising and challenged the Government to adopt "internationally acceptable standards" in the monthly unemployment count to show the number of people out of work rather than those claiming benefit.

The department said the employed labour force totalled 24.1m in the final three months of 1986. The Government says it has created more than 1m jobs since 1983.

GE agrees scanner royalties

BY DAVID FISHLOCK, SCIENCE EDITOR

GENERAL ELECTRIC of the US has agreed to pay the British Technology Group several million dollars in royalties on sales of advanced medical scanners, made over the past two years.

The move, which will substantially boost the UK technology transfer agency's revenues, follows its intensive campaign to defend British patents it believed were being infringed overseas.

BTG said the deal was one of the most substantial struck by the group. It would now seek royalty payments from Toshiba in Japan, Diasonics in the US, Siemens in West Germany and Philips in the

Netherlands. Together with Philips already negotiated for the technology, deals with these four companies could bring BTG royalties from more than two thirds of the international market.

General Electric is the biggest-selling maker of the nuclear magnetic resonance (NMR) scanners to hospitals and clinics, controlling about 25 per cent of the market. So far it has sold more than 200 scanners, which cost about £1m each.

Mr Ian Harvey, BTG's chief executive, said the deal with GE was the result of a decision two years ago to spend heavily on litigation to

defend British patents. These costs are estimated so far at £1.3m.

Last December, the group reached an out-of-court settlement with Johnson and Johnson, the US health care group, on royalties on its use of NMR patents.

The NMR Scanning system has developed rapidly to become an important diagnostic tool in medicine, able to identify disease deep inside the body.

BTG will re-invest its NMR royalties partly in the university research groups at Nottingham, Aberdeen and Oxford universities, source of its portfolio of 16 patents.

New team takes over at trade department

By Hazel Duffy

11

Mr Jon Shields, director of the Employment Institute, said the monthly unemployment figures had become increasingly meaningless and Mr Fowler's first task should be to order an inquiry into the figures. He said 200,000 people had been拭ed off the count over the past year by administrative and statistical changes or by the Government's job programmes.

Mr

Fowler

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WHY HAD THE ENGINEERS AT AUDI PRODUCED A QUATTRO VERSION OF THE 80?

FIXING US WITH AN ICY STARE, THEY REPLIED, "KENZENKOPE, DIENSTHÜTTE SCHWARZAU UND ARCHENKOPF."



WRESTLING WITH our limited technical German, we hopefully posed, "That would be the archenkopf behind the front suspension bracket?"

THERE THEN followed a noise like a car backfiring. Unfortunately, it was the reply to our question.

"ARCHENKOPF is a place."

WE MENTALLY inserted the word 'Dummkopf' ourselves, at the end of this statement.

"AH, THAT Archenkopf?"

"IN CERTAIN areas of Germany," they continued more patiently, "the snows lie on the ground for over six months of the year. Add to this the fact that there are thousands of miles of mountain road in Germany, we're the only European country with no speed limits on our autobahns, and the logic of a quattro 80 becomes impeccable."

AS IMPECCABLE as the Audi engineers' English accents, in fact. You have to appreciate that the particular Audi engineers we were talking to possess some of the foremost technical minds in the world.

HOWEVER, THEY were obliging enough to change down an intellectual gear or two, for our benefit.

"IN 1980, when we introduced the quattro system, it was a feature unique to on-road cars. We then demonstrated its effectiveness both on the rally circuit and on the road. Now, less than eight years later, most of the world's major manufacturers have adopted a version of it."

WE, HOPEFULLY, adopted expressions of genuine admiration.

"SO WHAT makes the Audi 80 quattro system so different?" In retrospect, a foolhardy question.

"AH" (registration of extreme delight on Audi engineer's face) "the 80 quattro uses a Torsen differential. This employs worm gearing instead of the usual bevel-type differential pinions."

THEY SEEMED to have completely forgotten that we were the simple folk who thought Archenkopf was a suspension bracket. The mental gear-changing now went up.

SECOND.

"THE TORSEN differential is able to automatically regulate the torque distribution."



The basic geometric arrangement of the centre differential, with an equal torque split, is retained."

THIRD.

"THE NORMAL torque distribution between front and rear, determined by the design, can be varied by the Torsen differential."

FOURTH.

"IT FEEDS torque to the slower turning pair of wheels with the least amount of slip under acceleration, or the pair of wheels following a smaller radius in a corner, or those with the larger dynamic rolling radius."

WE ATTEMPTED to apply the brakes.

"HOW DOES this affect the handling characteristics?"

THEY SUDDENLY seemed to remember who they were talking to, and adopted the benevolent expression of a father gently explaining to his son the merits of not running onto a busy road without looking.



"WELL, SIMPLY, it's more suitable for high performance cars, and more compatible with ABS than some of our rivals' systems."

TO BE frank, the tone of their reply didn't seem to invite the question "Which rivals?"

"HOWEVER, IT'S also possible to relate other factors of the German environment to the development of the 80 quattro."

"FOR EXAMPLE, we have more miles of autobahns than any other European country and no speed limits, so the thinking behind the 80's excellent drag factor of 0.29 becomes clear."

"WE SPENT over 2,500 hours in a wind tunnel to achieve this."

WE ASSUMED the 'we' referred to the cars, although they were all of considerably sleek appearance.

"AND OF course, there's the German weather, and the amount of salt our countrymen like to lavish on the roads during winter. So we gave the Audi 80 a fully galvanised body. Galvanised steel is approximately ten times more resistant to rust than ordinary steel."



"BUT THEN every detail of the 80 has been studied, from the grade of steel used on the boot lock key, to how the windscreen wipers might affect a pedestrian in the event of an accident."

"IN OTHER words," we offered, "everything has been subjected to 'Vorsprung durch Technik'."

"VERY GOOD, you understand our philosophy precisely."

MERE WORDS cannot describe our elation at this point...

DER AUDI 80. VORSPRUNG DURCH TECHNIK.

THE NEW AUDI 80 STARTS FROM UNDER £10,000. BROCHURES AND PRICE LISTS FROM AUDI INFORMATION SERVICE, YEOMANS DRIVE, BLAKELANDS, MILTON KEYNES MK14 5AN. TELEPHONE: (0908) 679121. EXPORT AND FLEET SALES, 95 BAKER STREET, LONDON W1M 1FB. TELEPHONE: 01-486 8411

UK NEWS

Manufacturing output up, but recovery slows

BY RALPH ATKINS

BRITISH MANUFACTURING output edged higher in the three months to April after a sluggish start to the year. But the pace of recovery has slowed since the second half of last year.

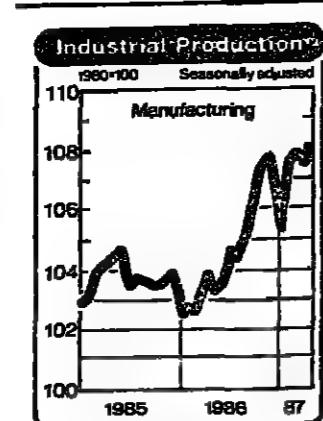
Figures yesterday from the Central Statistical Office (CSO) showed manufacturing industry produced 1 per cent more in the three months to April than in the previous three months and 4.5 per cent more than in the same period last year.

CSO statisticians said this 12-month rate of increase was a fair indicator of the underlying trend of manufacturing output growth.

However, manufacturing output is still 1.9 per cent lower than in 1979 when Mrs Thatcher's Government was first elected.

In the second half of 1986, manufacturing industry was helped by a substantial fall in the value of the pound. This boosted companies' exports and gave a competitive advantage in the domestic market.

Since the beginning of 1987, however, sterling's rise has been eroding these advantages, and thus



could explain the slowdown in output growth.

Because there is a lag between exchange rate movements and export patterns, it appears likely export growth will follow in the second half of 1987.

The CSO's figures show that manufacturing industry produced 16.3 per cent more in the three months to April than in the first (1980=100).

quarter of 1986 - when output hit a trough.

The CSO said that the first quarter of 1987 had been affected by exceptionally bad weather in January that was not properly compensated for in seasonal adjustments.

For all production industries, including energy and water, the three months to April saw a 1.5 per cent increase on the previous three months. However, the increase since the same period in 1986 was only 2.5 per cent.

The relatively slow increase in the energy sector in April was because of depressed gas and electricity output although activity in oil companies was high.

Within manufacturing industry, output in the three months to April increased most in metal industries, which saw a 4.8 per cent increase compared with the previous three months. There were also relatively large increases in the chemicals and minerals sectors.

The index of output for all production industries stood at 112.6 (1980=100) in April and that for manufacturing industry at 108.1 (1980=100).

State-run industries 'must justify existence'

By Michael Donne, Aerospace Correspondent

STATE-OWNED industries should be required to justify their continuation in the public sector, rather than the Government itself deciding to return them to private ownership.

Lord King, chairman of the recently successfully privatised British Airways, told the Institute of Directors in London last night that he was inclined to be of the "sell the lot" school of thought.

"I would place the onus of justification on those who wish to retain a particular asset in the public sector rather than on those who wish to sell it."

Lord King declared that privatisation was not an end in itself, but a means to better ways of working and to higher standards of living. "It is a means of re-establishing capitalism - people's capitalism," he said.

Pointing out that airports, water and electricity were the only industries proposed by the Government for the next candidates for the private sector, he said he hoped to see coal and steel move higher on the list.

"I would also look closely at the two large public services - education and the National Health Service."

The principle of free schooling and medicine are sacrosanct, but their cost to the nation is huge and it is imperative that we secure for the taxpayer the maximum value for his money.

"At present those two departments account for 40 per cent of total annual Government spending. I am confident that an extension of the private sector involvement in the running of constituent parts of these services could produce significant savings without a fall in standards."

Canary Wharf fails to connect

Paul Cheeseright looks at the hold-ups affecting Europe's biggest commercial property development

PREPARATORY work on the construction of the biggest commercial property development in Europe is nearly complete.

The difficulty with this statement about Canary Wharf on the Isle of Dogs in London's Docklands is that it has been true for six months. Even since Christmas, deadlines that have proved not to be deadlines have come and gone. Still the developers and the London Docklands Development Corporation have not signed the master building agreement that would end preparation and start construction.

Now there is another - June 22 - for the placing of the contracts for the upgrading and extension of the Docklands Light Railway, one of the main land links between the putative new financial centre at Canary Wharf and the City of London itself.

As Mr Cliff Bonnett, the managing director of Docklands Light Railway, put it: "No building, no railway. No railway, no building."

There are a number of different strands here in the planning and eventual execution of Canary Wharf and a host of players in the development minute.

The Canary Wharf Development Company is the company set up to act for the European and US banks behind the scheme. This company sees the extension of the Docklands Light Railway into the heart of the City as a sine qua non of the scheme.

But the transport people will not ahead with the railway unless Canary Wharf itself goes ahead. That is, until the funding agreement for the railway is signed and the Master Building Agreement is signed.

Everything is interlinked, but the heart of the matter is the master building agreement. It is the contract which sets down the obligations of the players in the development of Canary Wharf. It would cover the provision of the infrastructure on the site - roads, power, telecommunications and so on - and the building of the first phase.

The first phase of the development will involve the provision of 5m sq feet of office space, shops, public areas and covered car parking at a cost of £1.5bn.

In reaching the point of signing this contract, there have been broadly three levels of negotiations:

• The first involves the sponsors inside Canary Wharf Development. They have to decide not only on their own requirements in the buildings, but also how they arrange their own financial responsibilities and how they put up the front-end money.

• The second and central negotia-

tion is the one between Canary Wharf Development and the London Docklands Development Corporation.

At the moment the Docklands corporation and Canary Wharf Development are being intentionally vague about the immediate prospects. "It's our intention to sign as soon as possible," said Mr Jeremy Priestley of the company. "June 22 is not the be all and end all for the Docklands Light Railway or the master building agreement," said the corporation.

So it is back to June 22 again. The Government has made it clear that work on the extension of the light railway from the edge of the City to the Bank of England and the upgrading of the existing line to carry more people does not start - London Regional Transport cannot sign the contracts - until both the master building agreement and a funding agreement for the railway are signed simultaneously.

The funding agreement is evidently ready and that involves the spending of £55m and a contribution by Canary Wharf Development of £45m.

But it had been expected that all the agreements would be signed by the end of May. When they were not it was decided that the validity of the tenders put in by the contractors, primarily Edmund Nuttall, would be extended to June 22. In the meantime the contractors, without formal contracts, could start preliminary work.

European managers 'need to work harder'

BY CHARLES LEADBEATER, LABOUR STAFF

EUROPEAN managers should renounce half their holiday entitlement, work on Saturday mornings and take no more than half an hour for lunch in a 10-hour working day to instil the work ethic in their workforces.

Dr Jean-Pierre Lehmann of the Euro Asia Centre at Insead, the French business school, told the European Association of Personnel Managers that managers should have about two weeks holiday a year. He said this sacrifice was es-

sential for managers attempting to lead their workers towards higher productivity and greater commitment to work.

Dr Lehmann dismissed suggestions that such an increase in working time would damage family life.

"Managers can still enjoy a very good Saturday afternoon and Sunday with the family. Just as practising the work ethic might rub off on employees, so it should also have an impact on children," he said.

Dr Lehmann, drawing on extensive experience of Japan, South Korea and other Pacific Rim countries

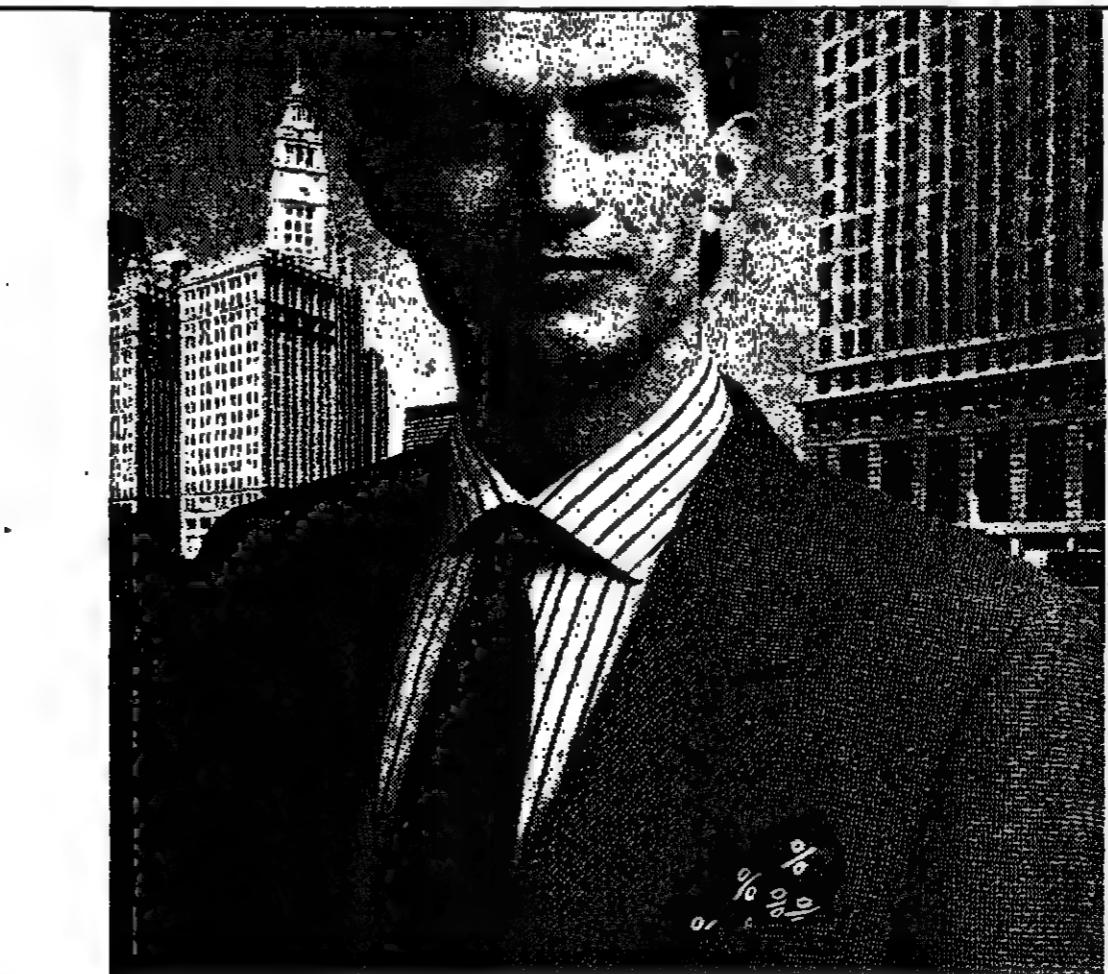
warned that, unless managers were seen to be working long and hard, Europe would fall further behind competitors.

Mr Joaquin Marcellan, human resources director of Productos Pepsi, Spain, warned the assembled personnel managers that profit-sharing was often ineffective in raising performance as the reward was so distant from employees' efforts. He advised them to adopt "gainsharing" systems to promote motivation, in which bonuses were

based on some direct measure of workers' productivity.

Mr Marcellan also said that quality bonuses paid to groups of workers were often ineffective in improving performance, especially when they were imposed on top of other performance bonuses.

"It is difficult to determine who in the group is responsible for quality, and if there are two incentive bonuses, then workers will opt for the one that is easiest to achieve," he said.



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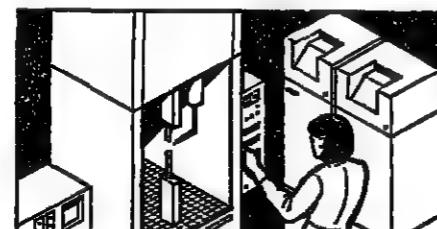
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INTL. COMPANIES & FINANCE

James Buxton on a joint Japanese-Scottish fund management venture

Sumitrust takes the high road

JAPANESE INSTITUTIONAL investors, turning their attention away from Wall Street to the European stock exchanges, are finding that the different markets, each with its own procedures, tax regulations and broking establishments, are so confusing as to be off-putting.

One large Japanese financial institution Sumitomo Trust and Banking Company, has decided to seek a way through this maze. It recently agreed to set up a company with Ivory and Sime, the Edinburgh-based investment managers, to invest Japanese institutional funds through European stock exchanges.

The company, Sumitrust Ivory and Sime, is getting under way at Ivory and Sime's head office in Charlotte Square, Edinburgh. The funds are being handled by four senior fund managers, two from Ivory and Sime and two from Sumitomo Trust. The chief executive is Mr Nobuhiro Tanaka, a Sumitrust man, who recently moved to Edinburgh from Tokyo.

Ivory and Sime believes that Sumitrust Ivory and Sime is one of the first fully-fledged international fund management companies to be jointly owned by British and Japanese partners. Last year another leading Scottish investment management house, Murray Johnstone of Glasgow, joined with Yamaichi Securities to set up

Yamaichi Murray Johnstone, a joint venture which appears to be just as much the same thing as Sumitrust Ivory and Sime, and has funds under management of about \$300m.

But Ivory and Sime thinks it has stolen a march on many other UK finance houses which have made tie-ups with Japanese concerns by avoiding a type of link with a Japanese institution that could be very short-lived.

Mr Neil Dunn, chairman of Sumitrust Ivory and Sime explains: "If we were to say to Sumitrust 'why don't you become a very big client of Ivory and Sime?' we'd find that in about two years' time Mr Tanaka would move as much as we did and Sumitomo would manage its own funds. This way we are both committed to developing a joint company which will stand on its own feet and could eventually compete with both Sumitomo Trust and Ivory and Sime."

Sphere of influence

Sumitomo Trust and Banking is one of the small group of Japanese trust banks which specialise in trust management services, including the running of pension funds. Its trust account had assets of about \$9,000,000 (550ha) in the year to March 1986.

To get Sumitrust Ivory and

Sime off the ground the Japanese are currently holding over funds from three of its clients.

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Success for Scotland

In London, Mr Dunn adds, "you're going to be liable to over-enthusiasm about the UK market."

The establishment of Sumitrust Ivory and Sime is a coup for the Scottish company, which has under management pension funds, investment trusts and other funds totalling \$2.9bn.

The decision to locate in Edinburgh is a success for Scotland, which in the past year has been making an ambitious effort to promote itself as a discerning financial centre independent of London.

It is notable that one of the disadvantages Scotland is said to suffer as a financial centre—that it has no markets of its own—is in this case being turned into an advantage.

Swiss employment agency in European expansion

BY JOHN WICKS IN ZURICH

ADIA, the Swiss-based temporary-employment concern, has acquired companies in three European countries and announced a further capital transaction in the US.

The group, whose 1986 turnover amounted to SFr 1.6bn (\$1.05bn), has acquired the French Novasam chain of 40 temporary-employment bureaux at an undisclosed price.

For 1987, ADIA— which includes the Alfred Marks UK operation in among its subsidiaries—expects a marked increase in turnover and earnings.

West German retailer lifts sales at five-month stage

BY OUR FINANCIAL STAFF

THE West German stores group of heavy losses, moved into the black in 1986, swinging to a net 1986 operating profit of DM 13.5m from the year-earlier loss of DM 5.1m.

Karstadt and other major German department store chains have benefited from a sharp increase in private consumption. In 1987, Karstadt said, this trend is continuing and is likely to raise earnings further.

An internal reorganisation has improved productivity in the group's 181 department stores. Turnover rose to an average DM 7,276 a square metre in 1986 from DM 6,950 the previous year.

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Highest pre-tax profits

Preliminary results for the year ended 31st March 1987

OPERATING PROFIT	£60.4m	UP 31%
PROFIT BEFORE TAX	£50.5m	UP 68%
PROFIT AFTER TAX	£36.0m	UP 67%
EARNINGS PER SHARE	25.2p	UP 71%
ORDINARY DIVIDEND	5.5p	UP 120%

CATALYTIC SYSTEMS

Profit £15.5m, up 2%. Leading position in US autocatalysts maintained; good growth in Europe.

MATERIALS TECHNOLOGY

Profit £17m, up 34%. Successful year for platinum industrial products, chemicals, electronic materials, rare earth products and biomedical compounds.

PRECIOUS METALS

Profits £19.9m, up 58%. Good activity in platinum group metals and gold; increased demand for high purity refinery products; significant improvement in refining results.

COLOURS AND PRINTING

Profit £5m, up 45%. Sales of ceramic colours and pigments up; good performance from ceramic transfer operations.

FINANCE

Continued debt reduction despite higher metal prices. Interest down 38%.

OUTLOOK

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INTL. COMPANIES & FINANCE

David Owen on a multi-purpose card from the world's biggest retailer

Sears puts its bets on Discover

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APPROXIMATELY 15m cards in circulation; 80,000 retail outlets; 17,000 automatic teller machines. Chicago-based Sears Roebuck—long the world's largest retailer—can certainly trot out some impressive statistics to justify the launch of its Discover multi-purpose credit card into a domestic market saturated with over 160m bank cards in January 1986.

According to Mr Mark Kamm, executive vice-president of SMR Research, the exercise has constituted "the most successful attempt at cross-selling products in the history of the financial services business."

"This year we fully expect to exceed Citicorp and BankAmerica and become the nation's largest bank card issuer," projects Mr Philip Purcell, chairman and chief executive of Dean Witter, the Wall Street brokerage firm which Sears acquired for \$610m in 1983 as part of its costly bid to diversify into financial services. Discover falls into Dean Witter's sphere of operations.

Yet for all its spectacular growth, Discover has been a considerable drain on Dean Witter's bottom line. While other Wall Street firms have ridden high on the funds pouring into stocks, Dean Witter's performance has been decidedly lacklustre. Its contribution to Sears' record first-quarter 1987 profit of \$287.9m was a paltry \$6.1m.

Discover card operations lost \$25.8m in the latest quarter to add to the \$106m of losses incurred in 1986. Some analysts like Mr Richard Nelson of Chicago-based Duff and Phelps, who are generally positive about the card's long term prospects, foresee more red ink in the immediate future. Mr Nelson

expects Discover to lose some \$80m in 1987 overall.

With consumer pressure being brought to bear on the high interest rates which credit card issuers have traditionally been able to charge, and base lending rates recently rising, there are doubts about Sears' own projection that Discover will cross the break-even line and generate a profit in 1988.

Some are even profoundly sceptical regarding the card's longer-term prospects—notwithstanding the credit card market's attractive average rate of return on equity. "They cannot make money unless they charge a fee," asserts Mr Spencer Nilson, Los Angeles-based publisher of an industry newsletter. "There is nothing to prove that people want an all-purpose financial services card," he adds.

Rebate on purchases

In addition to credit at a 19.8 per cent annual interest rate, Discover cardholders have access to a relatively high interest savings account and are entitled to a rebate of up to 1 per cent on purchases.

A number of new financial services are expected to be marketed among cardholders in 1987, some of them jointly with the other members of the so-called Sears financial network, Coldwell Banker, the largest US full-service real estate company, and Allstate, the highly profitable insurance business.

At present, no fee is levied. "We don't know when or if we will institute a charge," says Mr Robert Wood, manager of the Sears Consumer Financial Corporation. "But we do know that we have to be competitive in terms of interest rates and charge."

Discover is currently very competitive. "It is probably the cheapest card you can use if you don't carry a balance," says SMR's Mr Kamm. This has undoubtedly contributed to the card's impressive usage rate. At the end of 1986, receivables totalled \$1.27bn—higher than expected, according to Mr Wood—on charge volume approaching \$2bn. Cardholders had deposited nearly \$400m in their savings accounts.

Nor are incentives limited to consumers. The card's increasingly numerous following of retailers—assembled despite some quarters about inviting the enemy into the home camp—has been built up largely by charging the industry's lowest merchant fees. These have averaged under 2 per cent of charges, according to some estimates, compared with 2 to 3 per cent for Visa and MasterCard and around 5 per cent for American Express.

If Sears is serious about maintaining its value position in the face of intensifying competition, some suspect, the profitability goal may have to be sacrificed, particularly if the simmering interest rate war, which has seen leading bank card issuers such as Citicorp, Chemical Bank and Chase Manhattan trim their rates in recent months, gathers further momentum.

However, Sears does have at least one significant cost advantage over its principal rivals: namely, the infrastructure and credit information which the company has developed by virtue of its long-standing and widely used store card. Not only does this mean that fixed costs are shared between two credit systems; it furnishes the company with a reliable credit record, stretch-

ing back over several years, for many of its Discover card customers.

The cost benefits of this established credit network should not be underestimated. For example, by targeting Discover initially at the 2m holders of Sears store cards with the best credit records, the company generated an acceptance rate, among a public increasingly bombarded these days with fresh card solicitations, widely estimated at 77 per cent.

This compares with an industry standard of 1.5 to 2.5 per cent and speaks volumes for the level of trust in which Sears is held by its customer base.

Leveraging resources

In the final analysis, Sears executives may never fully come to terms if Discover fails to become an important profit centre in its own right—although Dean Witter executives, conscious of sometimes unfavourable comparisons with other brokerage firms, may have rather different views on the subject.

Mr Edward Brennan, the Sears chairman, is keen to boost revenue to shareholders by better "leveraging" the company's immense resources. "At Sears, we want two plus two to equal six," he proclaimed at a recent Chicago presentation.

If Discover does indeed catch on as a non-traditional distribution method for a wide range of financial services, as Sears envisions, the benefit should show up on every unit's bottom line. "The card could be successful even if it is not profitable in its own right," concurs Mr Kamm. "It is in pieces of the puzzle which tie it all together."

Restructuring boosts profit at Nordstjernan

BY SARA WEBB IN STOCKHOLM

NORDSTJERNAN, Sweden's largest privately-owned company, which has interests in construction, specialty steel, shipping, retailing, engineering and services, reported a strong increase in profits (after financial items) for the first four months of 1987, which the group said was due to the effects of its dramatic restructuring programme.

The company yesterday

announced a further step in its plan for a stock market listing, saying that it would issue a convertible debenture loan of SKr 270m (\$42m) to employees in order to eventually spread ownership of the company.

Last autumn, Nordstjernan made the first step towards a bourse introduction with the issue of a debenture loan of SKr 125m to its board members

and key personnel in the company.

Conversion to shares is due between 1990-94. However, the group says that it is not possible yet to set a specific date for the launch as this depends on the group's financial state.

Profit (after financial items) rose by 70 per cent to SKr 126m in the first four months, compared with SKr 76m a year ago.

Group sales totalled

SKr 5.33bn during the period, a rise of 8 per cent on the previous year if divestments are taken into consideration. JCC (the construction company) and Avesta (the specialty steel company) contributed most towards the increase in sales.

Full-year profit (after financial items) is expected to exceed last year's figure of SKr 406m on sales of SKr 15.25bn.

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MANAGEMENT

Tactical advantage

'Scrum and Scramble' – the Japanese style

Christopher Lorenz examines radical approaches to innovation

EPSON, the world's leading maker of printers for personal computers, has a strange-sounding way of developing new products. It is called "Scrum and Scramble."

The prodigiously successful company, which has become the gem of the Japanese Seiko watch empire over its past decade of explosive growth, is using the approach to more than halve the time it takes to develop new printers, from the two years it needed for its best-selling MX and FX 80 printers. At 18 months, it is already halfway there.

Though Epson is already streets ahead of its Western competitors, and holding its own against Far Eastern rivals, "we are doing everything possible to get development down to under a year," says Hideaki Yasukawa, senior managing director of Seiko Epson. The company not only wants to repel any challengers—IBM has been making strenuous efforts to close the gap—but also to cut product costs, and give the consumer a fast-expanding choice of machines.

"Scrum and Scramble" is a variant of what is becoming known among insiders as the "rugby team" approach to product development. It has been practised for over a decade by entrepreneurial Japanese companies such as Canon, Honda and Sony. In preference to the more sluggish "relay race" tactics traditionally used by most of their bureaucratic competitors in Europe and the United States, only a few Western pioneers, such as Hewlett-Packard, are practised users of "rugby" tactics.

Together with a less risky approach to product innovation—and more thoughtful design-for-manufacture (see inset), this is one of the keys to Japan's uncanny ability to lap its western rivals in the "product race" which is now gripping industry after industry (see Wednesday's introduction to this series).

Asked to describe "scrum and scramble", Yasukawa grins, reluctant to reveal the workings



THE PRODUCT RACE

of one of Epson's main competitive weapons. When pressed, he talks of "putting more pressure on our engineers, and doing more group work", with specialists in marketing, industrial design, engineering and manufacturing all working together on project teams.

Therein lies the essence of the "rugby" approach to product development. In the traditional western "relay race", one group of functional specialists "passes the baton to the next group," says Professor Hiroaki Takeuchi of Japan's Hitotsubashi University who, with his colleague Ichiro Nonaka, is one of the few academics or consultants to have studied Japanese product development in depth.

Says Takeuchi: "The project goes sequentially from phase to phase: concept development, feasibility testing, product design, development, production design and tooling, pilot production, and full production." The various functions are compartmentalised from each other, with different specialists carrying the baton at different stages of the race.

The trouble with this sequential approach, as Xerox and other western companies have discovered to their considerable cost, is that it tends to conflict with today's overriding need for speed and flexibility in development.

The relationship between the

various runners is, at best, laboriously formal, and at worst suffers from mutual incomprehension and mistrust. Handovers often occur late, and the baton sometimes has to be passed back for a re-run because of problems such as poor initial design-for-manufacture.

Under the rugby approach, by contrast, Takeuchi says a hand-picked, multi-disciplinary team, with its members working together from start to finish of the development process, "goes the distance as a unit, passing the ball back and forth." The team usually has a high degree of autonomy, and often includes representatives from key suppliers.

Rather than moving in defined, highly structured phases, Takeuchi says that development "rugby" is extremely flexible, with the team members interacting closely and crossing old demarcation lines. This both allows and encourages them to overlap development stages which used to follow each other, or even to combine them. The net result is a shorter development time," says Takeuchi.

At Minolta, for instance, Toshio Kobori, assistant general manager of camera engineering, says that the design-to-market cycle for compact cameras is in the process of being halved by several kinds of overlapping, including the design of production tooling at the same time as the product's development. Under the "relay" system, tooling would only be developed after the product's design was frozen.

In the Japanese car industry the phases of product and production-engineering tend to be overlapped more than in the US, according to Professor Kim Clark of the Harvard Business School, who is making a series of studies of product development in the world car industry. This is one of the reasons why Clark has found that the average development cycle for Japanese cars is currently just three-and-a-half years, compared with over five in the US. To Detroit's

alarm, the Japanese are intent on getting even faster.

In the design and development of dies for stamping body panels, for example, Clark has discovered that Japanese car makers tend to release tentative design data to their tooling suppliers much earlier in the development process than their US competitors. Such tactics are part of the Japanese practice of having extremely close relations with a small family of tightly-knit suppliers.

Whether the use of project teams is the only way to achieve this vital overlapping of development phases is disputed.

Armed with Takeuchi and Nonaka's research, members of a British Design Council study tour of Japan last autumn also found the system in action at Sony, Epson and Brother, the typewriter and sewing machine maker. Nissan, the hard-pressed car manufacturer, shifted to it last year, dispensing with the international motor industry's standard sequential approach.

But, at least in Japan, it may sometimes be possible to generate a "rugby" spirit without adopting a formal project team structure. Kim Clark reports that the mix of "interfunctional mechanisms" varies widely between Japan's car-makers, including not only cross-functional project teams and task forces but also "product managers acting as integrators" liaison roles in each function, and even

direct personal contacts across functions. Whatever their formal structure, Japanese companies do tend to have very intense communications between different disciplines.

At giant consumer electronics companies such as Matsushita and Sharp, project teams are certainly not the norm. "We're still departmentally organised," says a senior Matsushita executive. "Such teams are not usually used at Sharp, except for special short-term projects," according to Kiyoshi Sakashita, the company's influential corporate design director.

In both these companies the role of co-ordinator in the early part of the development process is played by product planners, with divisional management then assuming responsibility for making the process work.

"But we have lots of informal teamwork," says Sakashita. "Group working is always very natural in Japan."

This is not invariably the case, even in companies where the famous Japanese "group ethic" is otherwise alive and well. In a rare glimpse behind the consensus exterior of Japanese decision-making, the Design Council group heard a remarkable admission from Minoru Ito, head of the engineering division at Minolta that teamwork had been less than ideal during the development of the world's first auto-focus 35mm camera, which took the camera market by storm when it was launched in 1985, in spite of its incompatibility with existing lenses and

accessories. The project had top management's forceful backing from the start, but right through the development process "the marketing and sales people had doubts," says Toshio Kobori. "It was only a few days before the camera's launch that we got their consensus." This is not the only time that manufacture of a new product has been forced through at Minolta without the agreement of marketing, hints Kobori.

Most European and American companies, by contrast, have found that anything less than extremely tight co-ordination of functional specialists is almost as ineffective as the old "relay" tactics.

That is why many of them have started to move towards the "rugby team" approach. Xerox and several American electronics manufacturers have gone all the way by setting up highly autonomous project teams, some of which compete with each other. They have also slashed their number of suppliers—by a factor of 10 in Xerox's case—and involved them deeply in development.

Not before time, such companies are all becoming better runners in the international product race.

"In *Harvard Business Review*, Jan-Feb 1986, the first article in this series appeared on June 17; the next will be published on June 24."

Japan's focus on simplicity of manufacture stems in part from its step-by-step approach to product innovation, argues Walleck. In preference to the "scramble" in most western industries (though not always in West Germany) of developing radically new "killer products" at extended intervals (six or seven years in the motor industry) the Japanese introduce incremental improvements much more frequently—in cars, about every two years.

"The western approach is far more risky and difficult to manage," says Walleck. "Not only is there a high risk that the new product will fail in the market, but the chance of successful production start-up is low." Countless western companies can attest to that: disruptively late design changes are a by-product of a sequential development system (see main article).

The Japanese have had a different strategy towards production plant, at least since the 1970s. "The conventional western approach has been to design a product to last the life of its costly tooling," says Walleck—15 or 20 years for a car engine, six or seven for an alternator, and so on.

During the 1970s, in contrast, one Japanese car generator maker introduced a series of products, each exactly 7mm smaller than the one before. It baffled western competitors, saddled with outdated products and tooling, eventually discovered that the company had not changed its plant at all: it had planned from the very start for successive product generations, and used equipment such as fixturing devices with 7mm stepped chucks.

This sort of foresight in product and process design also allows the Japanese to alter products at the last minute in response to technological or market changes. Honda's recent ability to switch to a higher-technology rear suspension system for its Accord, only months before the car was launched, is a case in point.

Such control, flexibility and all-round organisational effectiveness will stand the Japanese in good stead as they move their products up-market, argues Walleck.

Unless western companies—including the carmakers—can match Japanese development times, Walleck warns that "these guys will continue to move forward in an absolutely rigorous advance, rolling through the West's market niches like a tank."



Forethought is the key

AT A LARGE car factory in the heart of Japan's industrial belt, five entirely different types of model—with every possible variation of floor pan, body shell, engine, gearbox and axles—are welded on the same machine. Yet the factory is no new-fangled showpiece of "flexible manufacturing"; it was built more than a decade ago, and does not even use numerically controlled machine tools.

The source of this flexibility and immense cost-effectiveness, is that each type of car has been designed with its welding spots in exactly the same place, so that it can be done by the same conventional, low-cost machine.

Japan's industrial landscape is peppered with similar examples of the careful forethought which for years has been devoted to making production easily and cheaply. "The West hasn't paid nearly as much attention to the interface between product development and the design of production processes,"

The first article in this series appeared on June 17; the next will be published on June 24.

Turn to page 5...

The choice seems a stark one. You either invest cautiously in the extra power you need now and spend the next few years growing out of it. Or you buy ahead and spend the next few years watching technology you don't need become steadily obsolete.

The capacity dilemma is addressed comprehensively on Page 5 of the new *Datasolve Decision Maker's Guide*. There are 22 other equally challenging management scenarios tackled elsewhere in the book.

You won't find cut and dried answers. There aren't any. But you may find a surprising range of practical options opening to you—where before there was only a choice of closed doors.

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The Datasolve Group comprises Computing Services, Education, Information Online, Computeraid and Computeraid Services.

What looks like a simple mismatch between capacity and demand may be concealing quite a different set of problems. Capacity planning is seldom straightforward. But first let us establish how the imbalance exists itself.

POWER YOU DON'T USE

Having more net power than you currently consume could be a conscious decision, for instance, you're planning for growth. Or it may be the consequence of a merger. Or you over-resourced. As a result, your capacity is economically sound.

But your conclusions may be, for example, that you could actually use 20% more power now but that you anticipate year-on-year growth which will double your requirement over the next few years. The problems with upgrading your installation to deliver the anticipated future requirement is that you'll be carrying a capital investment you can't yet justify and be supporting capacity that is becoming obsolete.

As a rule of thumb, the least risky and least financially burdensome method of keeping a quantum leap up in capacity is to avoid extra machine capacity you by purchasing only the 20% extra machine capacity you need now in the knowledge that you can write off that investment completely by the time your needs will genuinely grow on.

In the meantime you

can either:

• Reduce capacity

• Increase capacity

• Do nothing

• Do something else

THE ARTS

Arts Week

F | S | Su | M | Tu | W | Th
19 | 20 | 21 | 22 | 23 | 24 | 25

Music

SPAIN

Grenade's Festival includes this week Tchubinoff Chamber Orchestra conducted by Dapov and Sophie Madrigal Chorus conducted by Kravlev with a two day programme: Monday, Purcell, Vivaldi, Respighi and Rameau; Roldan Samitano. Tuesday: Corelli, Vivaldi, Telemann, Bach, Haydn and two premieres by Jose Barrera and Fernando Sor. Auditorio Manuel de Falla. Wednesday: guitar concert by Flores Chaviano; Lluvia, Ardevol, M. Ponce, Chavez, Gimastera and V. V. Thursday: concert by Jose Maria Pascual Alfonso's Suite Iberica (Homage to Rubinstein). Both concerts at the Patio de Arayanes.

ITALY

Florence: (50th Maggio Musicale): Teatro Comunale: Zubin Mehta conducting Haydn's 'Creation' with soloists Kathleen Battle, Greet Berg and John Tomlinson (Sat, Sun, Wed, Thu). The Cypress Chamber Orchestra with violinist Gidon Kremer, Mozart, Schubert, Schmitte, Stravinsky (Wed) and Vivaldi, Brahms (Thurs). (277 9236).

Milan: Teatro alla Scala: Wolfgang Sawallisch conducts Mozart's Symphony No 20 in D major, Richard Strauss's 'Don Giovanni' and Shostakovich's 5th Symphony (Sun) (80 91 26).

Rome: Villa Medici Festival (Accademia di Francia, Piazza Trinita dei Monti 1). Andrew Davies conducting the Santa Cecilia Orchestra in Berlioz's 'Le Corsair' Overture, The Death of Cleopatra and Harold in Italy - Symphony No 16, with soloists Felicity Palmer and Bruno Gherardi (Sat) (876 111).

Spoleto: (30th Two Worlds' Festival): Teatro Caio Melisso: midday concert (Thurs) (432 05).

Sermoneta (40km. s.e. of Rome) 23rd Pontine Music Festival: Castello Caetani: Praetor Ensemble Wind Octet playing Beethoven, Mozart and Schubert (Sat). Info: (402 51-Latina).

LONDON

Royal Philharmonic Orchestra conductor Andre Previn with Anne-Sophie Mutter, violin, Beethoven, Prokofiev, Brahms, Schubert. Tokyo Bunka Kikan (Tue) (362 6764; 824 7063).

Japan Philharmonic Orchestra and Shin-Yukai Chorus conducted by Naoto Ohnuma: alto saxophone Kenichiro Mutoh, Saito, Glezanov, Ravel. Tokyo Bunka Kikan (Wed) (243 5011).

Philharmonia Orchestra, conductor Francesco d'Avila, Anne Evans, soprano: Wagner programme. Barbican Hall (Tue) (838 8891).

Every Good Boy Deserves Favour - Tom Stoppard and Andre Previn's piece for actors and orchestra. Elizabeth Hall (Tue, Wed, Thurs).

Vladimir Ashkenazy: piano. Schubert, Schumann, Royal Festival Hall (Thurs).

London Symphony Orchestra conductor Michael Tilson Thomas: The Gershwin Years. Barbican Hall (Thurs). (254 3776).

NEW YORK

Jedidiah Concerts (IBM Gallery): Concert Brass Ensemble perform music for brass ranging from the renaissance to contemporary music (Wed, 12.30), 50th & Madison.

WASHINGTON

Meany Mozart Festival (Concert Hall): Festival Orchestra conducted by Gerard Schwarz. All-Mozart programme (Wed); Haydn, Mozart, Beethoven (Thurs). Kennedy Center (254 3776).

Sponsored by Lufthansa and Windsor, tickets from Schleswig-Holstein Festival, Postfach 3840, 2300 Kiel, West Germany.

NETHERLANDS

Amsterdam, Concertgebouw: Leonard Bernstein conducting with Helmut Wittich, boy soprano. Schubert, Major (Wed, Thurs) (71 83 45).

Amsterdam, Paradiso: the Asko Ensemble conducted by Peter Eötvös with Taco Koudsta, cello, Ligeti, Etövös, Carter, Tocke (Mon) (211).

TOKYO

New Japan Symphony Orchestra, conducted by Shuji Tanaka with Kitaro Saito, piano; Bernstein and Gerstwin. Tokyo Bunka Kikan (Mon) (237 9980).

Japan Philharmonic Orchestra and Shin-Yukai Chorus conducted by Naoto Ohnuma: alto saxophone Kenichiro Mutoh, Saito, Glezanov, Ravel. Tokyo Bunka Kikan (Wed) (362 6764; 824 7063).

Cambridge Baroque: Bach, Vivaldi, Mozart. Tochi Centre Hall, Akasaka (Thurs) (545 8348).

Philharmonia Orchestra, conductor Francesco d'Avila, Anne Evans, soprano: Wagner programme. Barbican Hall (Tue) (838 8891).

The festival's own orchestra, trained throughout the summer by Leonard Bernstein and Sergiu Celibidache, will then go on a concert tour of Germany.

Some highlights of the festival will be the Concertgebouw Orchestra with Bernstein, the Philharmonia Orchestra with Simonetti, the Royal Philharmonic Orchestra with Mehta, conductors Gerd Albrecht and Claudio Abbado, soloists Gidon Kremer, Oleg Kagan, Dietrich Fischer-Dieskau, Hermann Prey, Peter Schreier and Edith Mathis, among others.

Sponsored by Lufthansa and Windsor, tickets from Schleswig-Holstein Festival, Postfach 3840, 2300 Kiel, West Germany.

Schleswig Holstein Music Festival (June 28-August 23)

Following last year's successful festival, initiated and directed by Justin Frantz, this summer's programme has been extended to 150 concerts in 26 different venues.

World class musicians will be performing in small villages from the Island of Sylt in the north to Wottern in the south, in manor houses, barns and riding stables, at cheap rates. One of the main aims of the festival is to attract and support young talent and there will be classes with Elisabeth Schwarzkopf, Heideh Schiff and Nina Dorfmeier, among others, at the new Durmser university, Salzau.

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FINANCIAL TIMES

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Friday June 19 1987

Great powers and the Gulf

WITH only one diplomat left in each other's capitals, Anglo-Irania diplomatic relations have been reduced quite literally to the minimum. But it is certainly desirable, if it is possible, for Britain to avoid a complete break with a third Middle Eastern country, after Libya and Syria and especially with one as important as Iran.

Iran is important not only for commercial reasons, weighty though these are. It is also a major regional power, both in military terms and even more so through the influence of its revolutionary Islamic ideology. Above all it is one of the two belligerents in the most destructive and dangerous international conflict in the present world scene.

The five permanent members of the UN Security Council, of which Britain is one, have a special responsibility under the UN Charter to deal with such a conflict. In practice that responsibility has seldom been exercised because of the bitter hostility which has divided them from each other. But since last year there has been a slight improvement in the international climate, and the idea of some kind of joint action by the great powers no longer seems quite unthinkable.

In fact the delegates of the five powers at the UN have been quietly discussing what they can do, and have been surprised to find how much common ground there is between them. They agree, apparently, that a Security Council resolution calling for a ceasefire is desirable, but would be useless or worse if they are not prepared to follow it up in the event—virtually a certainty—that one of the parties, namely Iran, refused to comply.

Due reparation

They agree that they would have to be prepared in principle, to enforce it with mandatory sanctions—meaning in the first instance economic sanctions, notably an arms embargo.

In London, however, there is some doubt whether such firm pledges would be implemented in practice. Would China, for instance, really stop supplying weapons to Iran, given that it claims not to be doing so now, even though Silkworm missiles and other Chinese-made weapons have been clearly identified by western intelligence?

Wrong exit from the farm crisis

AGRICULTURE MINISTERS of the European Community emerged yesterday from yet another all-night negotiating session to report a depressingly familiar deadlock over farm prices. Their failure this time to take the next step towards reform of the agricultural support system and resolution of the community's budgetary crisis can be blamed partly on the nasty dilemma they face on the particular commodity—cooking oil.

The choice is between creating another hole in the already overspent farm budget, or imposing a levy on vegetable and fish oils that will re-open the agricultural trade war with the US.

For the European Community is now reaping a bitter harvest from those waving fields of rape, soybean and sunflower oil, generously subsidised more than a decade ago. Oilseed production has multiplied three to five times, world prices have meanwhile fallen, and the cost of supporting farmers in that sector is already Ecu 4.5bn. When the new Mediterranean olive oil growers come fully into the system in four years, the cost will be closer to Ecu 6bn.

US retaliation

The European Commission's proposed solution is as unattractive as the problem itself—so unattractive, indeed, that the men in Brussels are suspected of creating this secondary crisis to concentrate ministerial minds on the primary one.

If the levy is introduced, US trade officials have promised to retaliate for any loss of market suffered by American farmers who currently export some \$2bn worth a year of soya to the community. Developing country growers of palm or coconut oil will try to have the EC arraigned before the General Agreement on Tariffs and Trade for breach of its commitments. A levy would be doubly annoying for those Asian growers who enjoy no subsidy at all. Meanwhile European consumers will complain as the price of margarine goes up—perhaps by 10 per cent—along with prices of other processed foods in which vegetable oils are an ingredient.

The proposed levy is being presented as the consumers' contribution to a wider plan for tightening controls over pro-

THE \$90m acquisition of Thorn EMI's brown goods division by Thomson is a further step in the long-drawn out rationalisation of Europe's consumer electronics industry. It leaves the French state-owned group and Philips of the Netherlands together in control of more than half the total European production.

The deal underlines a growing trend among producers in a wide range of European industries to seek improved economies of scale by acquiring marginal suppliers or merging with competitors in neighbouring countries.

This trend has accelerated in the past 18 months. In telecommunications, France's CGE has acquired control of many European subsidiaries of ITT of the US; in semiconductors Thomson has agreed to merge most of its interests with SGS-ATES of Italy; while Olivetti of Italy has strengthened its position in electronic typewriters and office systems by buying Triumph-Adler in West Germany.

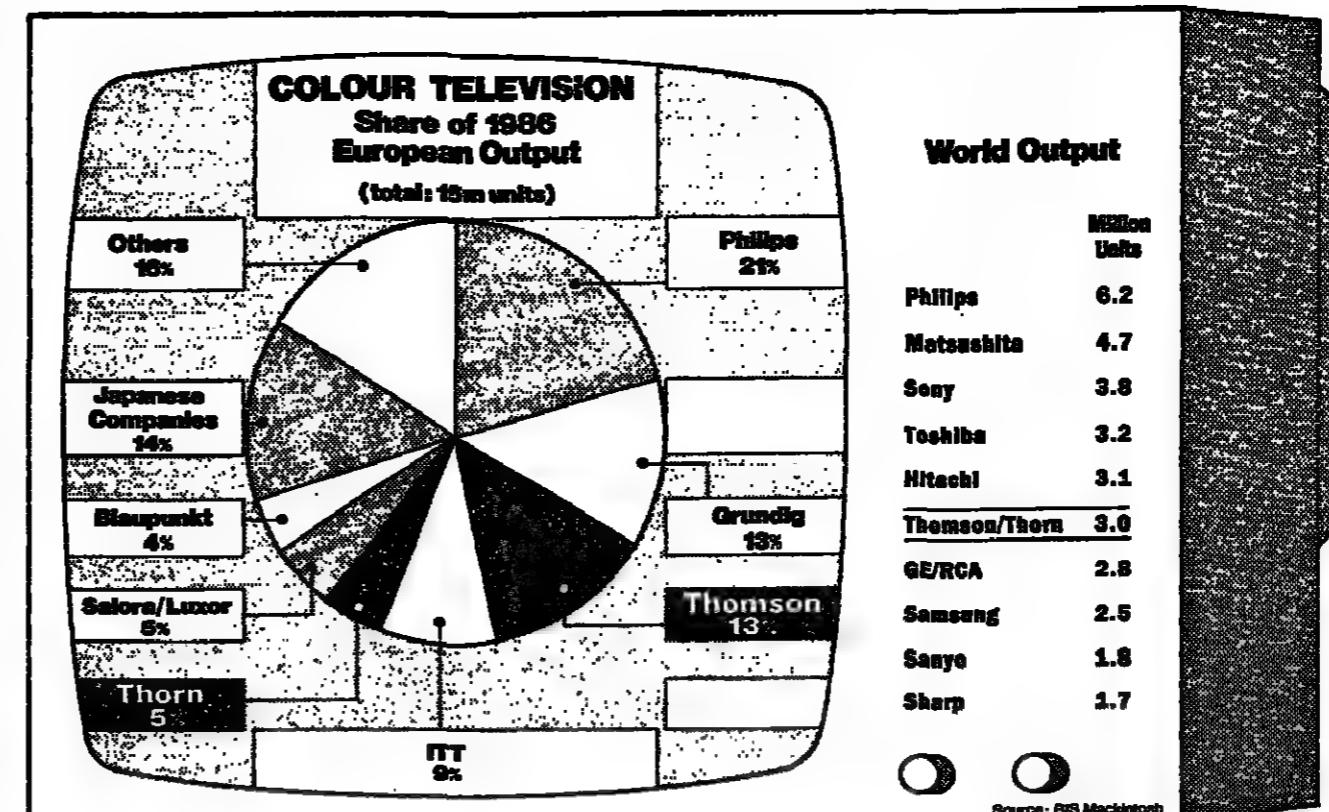
Recent examples from other sectors include the string of pan-European takeovers in white goods manufacturing by Sweden's Electrolux, the acquisition by Britain's ICI of SES, a large Belgian goods producer, and the sale of Leyland Trucks of the UK to Daf of the Netherlands.

As an early victim of Japanese competition, consumer electronics was one of the first European industries to be struck by the cross-frontier merger wave. It first surfaced in the late 1970s in West Germany, a relatively open market where a fierce price war had brought much of the industry to its knees.

Thomson moved in, buying television set manufacturers, Saba and Nordmende, and Telefunken and through its Videofunk and through its Video amateure, the television set interest of Telefunken. In 1982, it bid for control of Grundig, the West German industry leader, which Philips had a 24.8 per cent interest. When the deal was blocked by the German cartel office, Philips took management control of Grundig and raised its stake to 31.5 per cent.

With generous French government support, Thomson

The Thomson-Thorn EMI deal



Against the odds

By Guy de Jonquieres

Europe edges Britain out of the picture

By David Thomas

THE sale by Thorn EMI of Ferguson, its television manufacturing business, to Thomson of France marks another retreat by British industry from the challenge of global markets.

Ferguson, the brand leader in the UK, was once considered a jewel in the crown of UK manufacturing. Its sale leaves only one British-owned television maker, Fidelity, which with sales of 160,000 sets a year is in a different league.

Ferguson made 880,000 sets last year and is now producing at an annual rate of 1.1m. Yet its problem—the core reason why Thomsn quit the business—is reflected in one figure—less than 10 per cent of its sales have been going abroad.

"It was a national business in a global market," Colin Southgate, Thomsn's managing director, said yesterday.

The roots of Ferguson's

trouble go back to the great days of Thomsn, when the company was strong both financially and industrially. It used that strength to tie up its home base and Britain's traditional markets, rather than to tackle difficult propositions like selling into the Continent or the US.

It differed in this from companies like Philips of the Netherlands, which although it has suffered from the Far Eastern assault in consumer electronics, is in much stronger shape than Thomsn.

As late as 1979, well after the Japanese had eaten into European markets, Thomsn believed annual output of 450,000 sets was enough to survive. Last summer, its top executives insisted that Ferguson had a future on its own.

That most recent optimism

reflected the work put into turning Ferguson round after the disastrous year of 1984-85 when it lost £23m.

The company spent about \$30m over the last two years modernising and re-organising Ferguson's two factories at Emsfield, London and Gosport, Hampshire, introducing new models and slashing costs. The workforce was cut from 6,000 to 4,300.

Dr Jim Maxmin, the Thomsn executive who headed Ferguson, claims that Ferguson's productivity is now approaching the best of its competitors. But it was not enough.

Thomsn decided that much larger volumes were needed to support continuing research and development, to allow cost-effective component purchasing and to withstand the continuing onslaught of the giants. "During the

course of last year, we came to understand that however efficient we became, if we didn't have overseas markets, we couldn't compete," Dr Maxmin explains.

Two other events turned that dawning realisation into certainty. Outburst during the crucial pre-Christmas period fell short of demand by about 20,000 sets. Then the competition, led by the Japanese, started cutting prices when Ferguson wanted to increase them.

Southgate insists that Ferguson is the last of the big divestments planned since he and Sir Graham Wilkins, Thomsn's chairman, took over after a boardroom putsch in 1985.

...The basic reason was the same in each case, Mr Southgate says: Thomsn was not pre-

pared to spend the amount required to make them international.

Yet there is no denying that Thomsn, under Wilkins' and Southgate's leadership, has abandoned the vision both of the company's founder, Sir Jules Thomsn, whose drive placed the company at the heart of British manufacturing and of Wilkins' predecessor Peter Laister, who saw Thomsn as an integrated electronics group with global pretensions.

In retrospect, many now see Laister's vision as overblown and badly thought out. The new team has tackled fundamental issues that were long neglected. The sale of Ferguson makes sense within that new strategy.

Yet it is nonetheless a further example of the restructuring of European industry happening, as in so many cases with only a minor role for Britain.

Plessey's US find

Plessey's management team, overhauled and rejuvenated during the abortive bid from GEC, seems to be growing younger and younger. Yesterday, the company appointed a mere 38-year-old Stephen Walls from Cheshire to take over the finance director's job that has been vacant since Peter Marshall retired in April. Walls was welcomed aboard by Sir John Clark, Plessey's redoubtable chairman, as a "representative of a new generation of financial managers" who would help Plessey "at this time of transition."

Leeds-born Walls will have a tough job following Marshall, who was widely credited in the City with a central role in getting Plessey back into good financial order after a run of problems in the mid-1970s. But his appointment, which includes a seat on the main board, gives a significant clue to the new direction of the company in the wake of its escape from GEC.

Though his early career was spent in the UK, he has a long experience of international

finance. Five years of this was in the US, where for the last two and half years he headed the finance function for Cheshire during an extraordinary cycle of acquisitions and disposals.

These financial manoeuvres eventually ended when Cheshire was acquired by Unilever after a bidding war with American Brands. Before that, however, Walls had helped plot the takeover of the Stamford chemicals company, acquired entirely with debt in the current American fashion.

He then developed plans to pay the whole of the borrowing off within 12 months, and subsequently helped Unilever dispose of Stauffer to ICI—a deal which realised \$1.6bn against an acquisition price of \$1.3bn, as well as unloading \$300m of debt.

Walls says that the Unilever offer represented a good deal for shareholders and that he could have stayed with the group. But from a personal point of view, the job with Plessey made more sense because the company was at an interesting stage in its development. After dealing with healthcare products and chemicals at Cheshire, he will now have to learn about a whole new range of electronic products.

What he will clearly not have to learn much about on the other hand, is international finance and takeover strategy in the US—and that may come in months ahead.

Apple turnover

John Sculley, the man who brought Apple Computer back from the brink of disaster in 1985, is about to add a new string to his bow—as an author.

the people who make advertising what it is swap anecdotes about the proceedings.

So far, the highlight has been the appearance of the Chinese President, Li Xianian, who is thought by most China-watchers to be a touch conservative. Nonetheless, President Li urged the delegates to do their work well and encouraged the foreign guests to see more of China to get an idea of how reform is changing the country.

In a closed meeting with senior organisers, the President showed that his grasp of the industry and its role is reasonable, though the 82-year-old has a few blind spots. Advertising, he told the elite group, does not have to be all lies.

Office oracle

I have not actually checked, but I am assured that a new reference book published yesterday will tell you the telephone number of Moscow airport as well as which country's currency is the Renminbi Yuan.

Yet Sculley lends some credence to the claim that Chambers' Office Oracle (\$3.95), produced with the backing of the Royal Mail, is the most comprehensive reference book yet devised for the businessman.

Author Doreen Sharp has collated the work of experts in many fields for the book which includes advice on just about everything from writing to the Queen to coping with kidnappers, from organising conferences to setting up a new business.

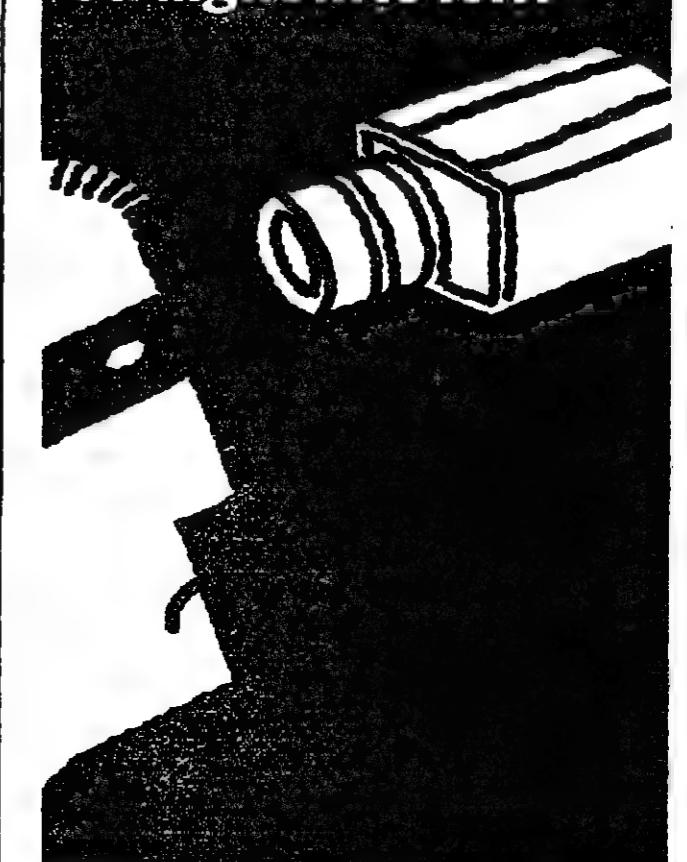
Chambers predicts that the Oracle will become indispensable for any office. It does inform you of the date on which Taiwan marks the birthday of Confucius as well as how much it costs to send a parcel there—so it may well prove to be right.

By any other name

Talk of appropriate names. There is a magazine for those strong men who do idiotic things like pulling a bus with their teeth. It is called Strength Athlete. The editor is Wally Pullman.

Observer

The one security system which is so good that sales were up 300% last year and I have to walk straight into it...



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"Any sign of a reduction in water rates?"

says Mr Jim Bottoms of BIS Mackintosh.

Though trade protection has restricted European colour television imports to about 1m of the 16m sets sold annually, there is strong competition from on-shore Japanese plants, of which 10 are now in operation. Despite the rationalisation of the past few years, there is still excess capacity, with 48 set plants in production across Western Europe.

Fierce price competition also extends across other major product categories such as video recorders (VCRs), hi-fi equipment and compact disc players. Philips executives claim that, despite the rise in the value of the yen during the past 18 months, Japanese manufacturers have continued to lower VCR prices.

In view of these tough conditions, Thomson's renewed commitment to consumer electronics looks like a bold gamble particularly since, once privatised, it is unlikely to receive as much government support as in the past.

Two factors have undoubtedly played a major role in its thinking. One is that the opportunity to acquire the access to the UK market offered by Thomson was unlikely to recur and, if it were not taken, would almost certainly be seized by a competitor.

The second is that the consumer electronics business, as a major user of electronic components, has been a steady customer of Thomson's own semiconductor business, recently merged with SGS-ATES of Italy. This in-house demand has not only provided a useful source of income for the semiconductor operation but has also served as proving ground for advanced chip production technologies.

The logic of this argument has been repeatedly emphasised by Philips, Western Europe's largest semiconductor maker. Philips insists that the consumer electronics industry is Europe's only large volume user of microelectronic components and that, if it were lost to Japanese competition, Europe's remaining chances of competing effectively in the world chip market would be seriously damaged.



SECTION II - COMPANIES AND MARKETS

FINANCIAL TIMES

Friday June 19 1987



Salomon sees lower result in second quarter

By RODERICK ORAM IN NEW YORK

SALOMON BROTHERS, Wall Street's largest securities firm, declined to comment yesterday on reports that it had suffered trading losses of up to \$100m in the US bond market rout in April and May.

In a terse statement it said only that it would report a profitable second quarter, although earnings would be below those of the year earlier period.

In the three months to June 30, 1986, Salomon Inc., the parent company, reported net profits of \$117m, or 76 cents a share.

Mr John Gutreund, Salomon's chairman, said the New York Times headline reporting a \$100m loss "was misleading" but he would comment only on the overall performance.

The story clearly identified the red ink as trading losses and quoted company officials saying the bottom line for the quarter would show lower profits.

Analysts began cutting their Salomon second quarter earnings' forecasts by as much as a half as rumours spread around Wall Street late on Wednesday that the firm had run up large trading losses.

The newspaper said, however, that Salomon took most of its losses in traditional municipal bond markets.

Municipal bond prices fell further than treasury because of a sudden loss of liquidity caused by rapid growth of municipal bond mutual funds.

By using the funds, investors gained a new found ease of selling municipals which traditionally trade thinly.

Dealers could handle the wave of redemptions, however, and prices fell as much as one-sixth in a matter of weeks.

Some observers calculate that Wall Street firms, as a group, might have run up total losses in the spring on all forms of bonds of up to \$1bn. The collapse in prices was compounded by ferocious volatility and low trading volume.

Nordisk Gentofte profits rise by 38%

By HILARY BARNEE IN COPENHAGEN

NORDISK GENTOFTE, the Danish pharmaceutical group which obtained a bourse listing in Copenhagen last year, has lived up to the forecast made in its flotation prospectus.

Pre-tax profits in the year ending March increased by 38 per cent to Dkr 123m (\$60m), while net earnings increased by 11 per cent to Dkr 44m. Sales were up by 14 per cent to Dkr 222m.

The group said that the present strength of the Danish krone, com-

Pan Am lifted by rumour of Trump deal

By Anatole Kaletsky

STOCK MARKET arbitrageurs yesterday piled into the shares of Pan American World Airways, on signs that Mr Donald Trump, the New York property developer and corporate raider, was about to acquire indirect control over a 17 per cent stake.

The troubled airline's share price jumped 8 per cent to \$64 in heavy morning trading, after its steady rise from the \$44 area where it was trading two weeks ago.

For over a year, the Pan Am share price has been sustained by hopes of a takeover. These have recently been encouraged by the fact that Mr Trump appears likely to win control of Resorts International, a prominent casino company which has held a 12 per cent stake in Pan Am as a passive investment for several years.

However, yesterday's intense activity followed newspaper reports that Mr Trump had also accumulated a personal stake just below the 5 per cent level which would trigger Securities and Exchange Commission disclosure requirements.

This would give Mr Trump control of nearly 17 per cent of Pan Am's equity, once the Resorts acquisition was completed.

The most important remaining hurdle to the Resorts deal was cleared earlier this month, when Mr Trump's offer was approved by a Florida probate court, supervising the estate of Mr James Crosby, the founder of Resorts.

Nevertheless, some analysts expressed doubts about the plausibility of a Trump bid for Pan Am.

Although he was rumoured to have been a large holder of Allegis' shares just before the airline and travel services company announced its recent corporate restructuring, his interest was mainly in the company's Westin hotel properties.

Equity capital at the end of the year was Dkr 856m, an increase of 52 per cent.

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Offer made for Kwik Save

By DAVID DODD WELL IN HONG KONG AND NIKKI TAIT IN LONDON

DAIRY FARM, the Hong Kong food retailing, manufacturing and wholesale group, which was demerged from Hongkong Land last October, yesterday announced a \$147m (\$238m) tender offer for just under 22 per cent of Kwik Save, the Wales-based food retailer in Prestatyn.

The tender price - 450p a share - puts a \$580m price tag on the entire group, almost identical to the sum paid by Argyll for Safeway's 132 UK stores last January. It ranks Kwik Save sixth, by market capitalisation, in the UK food retailers.

The Hong Kong company already holds 3.47 per cent of Kwik Save, picked up over the past few months. Mr Owen Price, Dairy Farm's managing director, is due to see Kwik Save directors in Wales today. Ahead of that meeting the UK group would say only that the tender offer could be fully assessed and advised shareholders to take no action.

On the stock market, Kwik

Save shares - which have already risen from 270p in mid-April - jumped another 36p to 426p. The tender, at 450p a share, will commence next Monday and close on Tuesday, June 30th. In the event of over-application, shareholders will be scaled down pro-rata.

Dairy Farm, however, stressed that the move was not hostile. In Hong Kong, Mr Simon Kewick, chairman, said that the group had no plans to increase its stake during the next 12 months although a full takeover in the long-term could not be ruled out.

"Kwik Save is the only company we have found that has the same sort of approach to retailing as we have. Because the company's share price was running away on the London Stock Exchange, we were forced to move more quickly than we would have liked, but we hope the approach will be perceived as a friendly one," he said.

Dairy Farm has a 161-year his-

tory, but from 1972 until last year was a wholly-owned subsidiary of Hongkong Land. Both Dairy Farm and Mandarin Hotels Group have been hived off in the past nine months as part of a rationalisation of the land group carried out by its controlling shareholder, Jardine Matheson.

Dairy Farm controls the Wellcome supermarket chain in Hong Kong, which has about 140 outlets, and the Franklins supermarket chain in Australia, which had 144 stores at end-1986. It has a market capitalisation of almost HK\$6.2m (US\$794m) at yesterday's suspended share price of HK\$5.10. After-tax profits in 1986 were HK\$228.7m - up 27 per cent on the previous year's figure. Sales rose 21 per cent to HK\$10.2bn.

Both the Dairy Farm chains are amongst the largest retailing groups in their respective territories and share a "no frills" discount store philosophy with Kwik Save.

Dairy Farm has a 161-year his-

Although Kwik Save's share price rating had - ahead of the Dairy Farm interest - lost some of its early-eighties glamour, profits growth has been steady. The pre-tax figure rose from \$19.3m in the year to end-August 1981 to \$42.2m in 1985/6, on sales of \$763m. Analysts forecast around \$47.4m-\$48m pre-tax in the current year.

Dairy Farm's move is seen as important because it is the group's first major strategic move since regaining managerial independence and because it would spread the group's operations into a third major territory. At present, profits are derived mainly from Australia and Hong Kong.

The deal will be financed by Dairy Farm placing 85m shares with Jardine Strategic Holdings, raising HK\$450m, by the sale of property in Australia and by raising a loan which would lift the group's net bank borrowings to no more than HK\$2.2bn.

Under the terms of a standstill agreement reached last November when Mr Perelman dropped a \$32.50 a share offer for the company, Revlon can buy no stock in Gillette for 10 years without the approval of the board.

Mr Perelman's new proposal, delivered in a letter to Gillette's chairman, Mr Colman Mockler, late on Wednesday night, puts intense pressure on Gillette's management.

Mr Perelman is understood to have lined up financing in the form of bank debt from Citicorp, with First Boston replacing Drexel Burnham Lambert as his investment banker.

Drexel Burnham, the specialist in high-yielding or "junk" bonds which financed Mr Perelman's fierce \$1.8bn battle to take over Revlon in 1985, is precluded from financing purchases of Gillette shares for three years.

Gillette's stock, which was trading at \$33.4 at the end of May, has risen strongly on heavy volume amid mounting speculation that a raider other than Mr Perelman was building up a holding.

Among the names mentioned as interested have been Mr Irwin Jacobs, the Minneapolis investor, Hanson Trust of the UK and Sir James Goldsmith, the Anglo-French businessman.

Perelman in fresh bid for Gillette

By James Buchan in New York

GILLETTE stock soared yesterday with an announcement that Mr Ronald Perelman, the aggressive US corporate raider, was renewing his advances to the razor and consumer products group with a proposal to buy the company for more than \$4.5bn.

Gillette shares rose \$2 to \$39.4 in early trading with the announcement yesterday morning that Revlon, the beauty products group recently taken private by Mr Perelman, was seeking Gillette's board's permission to offer at least \$40.50 a share for the company.

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Dairy Farm goes shopping in Wales

THREE MONTHS ago, Mr Owen Price, managing director of Dairy Farm International, quit his Hong Kong base and took a trip to the slate-grey Welsh seaside town of Prestatyn.

There, at the headquarters of discount food retailer Kwik Save, the talk - say both sides firmly - was all about general trading. But when subsequent stake-building started to emerge - driving the share price from 270p in mid-April to 380p ahead of yesterday's announcement - it needed little imagination to guess the likely interest.

Now, Dairy Farm has unveiled a 450p-a-share tender offer for 25 per cent of Kwik Save, and the Welsh group is sure of a buyer.

What happens next? Mr Price has hopped on to another jet and is due back in north Wales today. The initial noises from Dairy Farm are condolatory - "We're not Australian entrepreneurs putting companies

into play for the short-term" - and yesterday no one at Kwik Save wanted to pre-empt discussions.

Certainly, from a retailing stand-point, the tie-up is by no means as bizarre as a first glance suggests.

Dairy Farm, which started life in 1888 with a dairy herd as its single asset, is a HK\$6.2m (US\$794m) retailing, trading and manufacturing group. Two thirds of its turnover come from Australia and one third from Hong Kong.

Until late last year, Dairy Farm passed almost unnoticed even in its home territory. Since 1972, following a fiercely-contested bid, it has been a wholly-owned subsidiary of Hongkong Land, the territory's largest property group.

The decision to demerge the company - part of the controversial re-organisation of Hongkong Land by Jardine Matheson, which emerged as the ultimate victor in a four-year power struggle between the two

giants - has given Dairy Farm a new profile.

"Perhaps the most interesting aspect of yesterday's announcement is the evidence of Dairy Farm executives making a Dairy Farm decision," said one analyst in Hong Kong yesterday.

That may be a slight overstatement - Mr Brian Powers, a managing director of Jardine Matheson, and Mr Rodney Leach, a London-based director of Jardine, are prominent movers behind the venture. Moreover, the "princely Hong" still holds 35 per cent of Dairy Farm and if the deal goes through, will boost this to 39 per cent.

But the logic behind the Kwik Save move is as much a retailing strategy as a financing move. "We looked at a number of retailing groups in both the UK and outside," says Mr Price, "and this is the most similar to our own philosophy."

Indeed, Kwik Save has become

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INTL. COMPANIES AND FINANCE

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Outsider to head Danish bank

By Hilary Barnes in Copenhagen

COPENHAGEN Handels-Bank, one of Denmark's top two commercial banks, has for the first time brought in an outsider to take over as chief general manager, replacing Mr Bent Hansen on his retirement in 1991.

The heir apparent is Mr Hans E. Hansen, aged 45, managing director of Nykredit, one of Denmark's two biggest mortgage credit organisations.

His appointment as a member of the board of management from September follows a period when the bank has lost ground to Danske Bank, its chief rival.

There have also been persistent reports of boardroom rows. Last spring Mr H. E. Johansen, who was responsible for the bank's foreign business, suddenly resigned.

Mr Bent Hansen said: "It's a good thing to have a fresh breeze in from outside the organisation." The last time a board member had been recruited from outside was in 1961.

Mr Hans E. Hansen has no direct experience of banking. He has been an official of various financial and economic organisations before going to Nykredit in 1986.

"I had to say to the bank that they shouldn't appoint me if they were looking for someone who was good at banking," he said.

He hoped to bring his expertise to bear on strategic planning and contribute to organisation. He would only become chief general manager if he had proved by 1991 that he was competent for the job.

Arco may sell stake in offshoot

By Our New York Staff

ATLANTIC RICHFIELD (Arco), the West Coast oil company, is contemplating floating off to the public a part of its chemical business which is enjoying strong profitability after a radical reshaping.

Arco is reportedly considering the sale of Arco Chemical, which posted earnings of \$61m on revenues of \$463m in the first quarter of this year.

However, Arco has said that it would keep at least 80 per cent of the subsidiary. The board will not consider the proposal until Monday.

Last year, the company sold several marginally profitable plants in order to focus on its urethane and polystyrene businesses.

Ultramar looks towards C\$40m profits target

By ROBERT GREENS IN MONTREAL

WITH A more stable demand for petroleum products, Ultramar Canada could post a 1987 net profit of about C\$40m on sales of C\$1.3bn (US\$1bn) helping it to achieve its target of going public in the next two years, the company said yesterday.

When it bought Gulf Canada's downstream assets in eastern Canada in 1986, Ultramar had a net loss of C\$10m on sales of C\$1.5bn.

Ultramar said it would have spent C\$30m by 1988 completing the conversion of Gulf stations to

the Ultramar name. Its eastern Canada network now totals about 1,500 units.

"Though we still have plenty to do in shaping up the distribution system, we are also watching for an opportunity to enter the western Canada market," said Mr Nick di Tomaso, senior vice president for sales.

The cost of buying Gulf's downstream assets, C\$10m including working capital, has been reduced by C\$5m derived from disposals,

including the chemical plants at the Montreal refinery.

About C\$30m a year is needed for continuous upgrading of the distribution network, but Ultramar is also examining the future needs of its 100,000 barrels a day Quebec City refinery, where nearly C\$40m was spent in the three years ending 1986.

Mr di Tomaso said the company was considering increasing refining capacity to maximise output of high value products.

Receiver takes over Sulpetro's affairs

By BERNARD SIMON IN TORONTO

A CALGARY accounting firm has taken over the affairs of Sulpetro, one of several heavily-indebted western Canadian oil and gas producers, after the company failed to meet debt restructuring conditions set by its principal banker.

Royal Bank of Canada (RBC) called in the receiver after Sulpetro was unable to meet a June 16 deadline for obtaining tax concessions from the federal government. The tax ruling was a condition of the debt restructuring plan.

Sulpetro, with assets of C\$365m (US\$272m), had long-term debts of almost C\$300m at the end of its last fiscal year in October 1986. The company suffered a C\$276.4m loss last year, due largely to write-downs of oil properties and a loss on the disposal of its British interests. Oil and gas revenues dropped by 54 per cent in the three months to Jan 31.

Like many other Canadian energy companies which expanded rapidly during the 1970s oil boom, Sulpetro has been squeezed in recent years by high interest rates and falling energy prices.

RBC took an equity interest in the company as part of a previous restructuring in October 1984. Consolidated Ethurst, the Montreal-based forest products group, has a 20 per cent equity interest.

The latest restructuring plan provided for Sulpetro to issue non-voting shares to RBC equal to 50 per cent of outstanding common shares. The bank was to provide a term loan with a fixed repayment schedule.

Trading in Sulpetro shares was halted on the Toronto and Alberta stock exchanges on May 25. The company said that it has now asked for the shares to be suspended.

Novo makes £8m bid for IQ (Bio)

By OUR COPENHAGEN CORRESPONDENT

NOVO, the Danish pharmaceuticals and industrial enzymes manufacturer, has made an £8m (US\$13m) offer to acquire I. Q. (Bio) of the UK.

The UK company, founded in 1981 and based in the Cambridge Science Park, specialises in the development and production of diagnostic kits for detection of hormones and infectious diseases.

Novo also said the disappointing trend in sales in the first quarter had continued into the second. It blamed development on keen competition in Novo's main pharmaceutical products.

First-quarter group sales rose by 19 per cent to DKK 1.2bn (US\$175m) but most of the increase reflected the acquisition of Ferrosan, another Danish pharmaceuticals group.

Excluding Ferrosan, sales increased by about 3 per cent for the quarter. Net earnings, including Ferrosan, improved by DKK 1m to DKK 122m.

Travelling by air on business?

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FINANCIAL TIMES Europe's Business Newspaper

NEW ISSUE

This announcement appears as a matter of record only.

June, 1987

**SHIROKI CORPORATION****U.S.\$35,000,000****1 1/4 per cent. Guaranteed Bonds 1992**

with

Warrants

to subscribe for shares of common stock of Shiroki Corporation

The Bonds will be unconditionally and irrevocably guaranteed by

The Mitsubishi Trust and Banking Corporation**ISSUE PRICE: 100 PER CENT.**

Daiwa Europe Limited

J. Henry Schroder Wag & Co., Limited

Mitsubishi Trust International Limited

Nomura International Limited

Banque Nationale de Paris

Banque Paribas Capital Markets Limited

Berliner Handels- und Frankfurter Bank

Crédit Lyonnais

Dresdner Bank Aktiengesellschaft

Kyowa Bank Nederland N.V.

Morgan Stanley International

Swiss Volksbank

Union Bank of Switzerland (Securities) Limited

Universal (U.K.) Limited

S. G. Warburg Securities

Yamaichi International (Europe) Limited

Creditanstalt announces a U.S. Treasury index fund with a \$1,000,000 minimum investment. Here's why it's worth it:

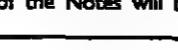
Since its inception in 1980, the Ryan Index has produced a total return of 156.6%. That's an increased return of 31.4% over LIBOR... 211 basis points annualized... and a performance worthy of any portfolio manager's attention.

Now you can participate, through the Creditanstalt Ryan Index U.S. Treasury Fund. The Fund is a structured portfolio made up of the same U.S. Treasury securities that the Ryan Index tracks.

Of course, it takes a minimum investment of \$1 million. But then, this is definitely a one in a million opportunity. For more information, call: 01-822 2600, or Vienna: 0222 66 22-0 (extension 2541).

**U.S. \$200,000,000
J.P. Morgan & Co. Incorporated**
Floating Rate Subordinated Capital Notes
Due December 1997

Notice is hereby given that the Rate of Interest has been fixed at 7.2375% p.a. and that the interest payable on the relevant Interest Payment Date, September 21, 1987 against Coupon No. 7 in respect of U.S.\$10,000 nominal of the Notes will be U.S.\$188.98 and in respect of U.S.\$250,000 nominal of the Notes will be U.S.\$4,724.48.

June 19, 1987, London
By Citibank, N.A. (CSSI Dept.), Agent Bank**U.S. \$250,000,000 GUARANTEED FLOATING RATE SUBORDINATED CAPITAL NOTES DUE SEPTEMBER 1996
Citicorp Overseas Finance Corporation N.V.**
(Incorporated with limited liability in the Netherlands Antilles)
Unconditionally guaranteed by

Notice is hereby given that the Rate of Interest has been fixed at 7 1/4% and that the interest payable on the relevant Interest Payment Date, September 21, 1987, against Coupon No. 12 in respect of U.S.\$50,000 nominal of the Notes will be U.S.\$946.53 and in respect of U.S.\$10,000 nominal of the Notes will be U.S.\$189.31.

June 19, 1987, London
By Citibank, N.A. (CSSI Dept.), Agent Bank

These warrants having been sold, this announcement appears as a matter of record only.



**Put Warrants issued by
Citicorp Investment Bank (Switzerland)
30,000 Warrants**

**Put Bearer Shares of Brown, Boveri & Co., Ltd.
Exercise price SFr.1,600
1987-1988**

Structured and managed by:

Citicorp Investment Bank (Switzerland)
Bank J. Vontobel & Co., Ltd.

May 1987

CITICORP INVESTMENT BANK (SWITZERLAND)

This announcement appears as a matter of record only.

Aegon N.V.
SFr. 100,000,000
2 1/4% Notes 1987-1992

with Amsterdam-Rotterdam Bank N.V.-10,000 Gold Warrants attached

Citicorp Investment Bank (Switzerland)**AMRO Bank und Finanz**

Algemene Bank Nederland (Schweiz) AG Banca della Svizzera Italiana
Bank Julius Baer & Co. Ltd. Bank Heusser & Cie AG
Bank in Liechtenstein AG Banque Bruxelles Lambert (Suisse) SA
Banque Générale du Luxembourg (Suisse) S.A. Banque Kleinwort Benson SA
Banque Paribas (Suisse) S.A. Commerzbank (Switzerland) Ltd.
Dai-Ichi Kangyo Bank (Schweiz) AG Deutsche Bank (Suisse) S.A.
Goldman Sachs Finanz AG J. Henry Schroder Bank AG
Kreditbank (Suisse) S.A. Nederlandsche Middenstandsbank (Suisse) SA
The Nikko (Switzerland) Finance Co., Ltd. Samuel Montagu (Suisse) S.A.
Shearson-Lehman-Amex Finance SA Swiss Cantobank (International)
Swiss Volksbank Handelsbank N.W.
Morgan Stanley S.A. Sanwa Finanz (Schweiz) AG

June 1987

CITICORP INVESTMENT BANK (SWITZERLAND)

This announcement appears as a matter of record only.

SEK**AB Svensk Exportkredit***(Incorporated in the Kingdom of Sweden with limited liability)***SFr. 100,000,000****4 3/4% Bonds 1987-1995/1999****Citicorp Investment Bank (Switzerland) S.G. Warburg Soditic SA****Bank Heusser & Cie AG Banque Paribas (Suisse) S.A.****Goldman Sachs Finanz AG Shearson Lehman Amex Finance SA****United Overseas Bank****Bankers Trust AG Banque Gutzwiller, Kurz, Bungener S.A.****Banque Indosuez Banque Kleinwort Benson SA****Chemical NY Capital Market Corporation J. Henry Schroder Bank AG****Morgan Guaranty (Switzerland) Ltd Morgan Stanley S.A.****Royal Trust Bank (Switzerland) Samuel Montagu (Suisse) S.A.****Banca Unione di Credito Banco di Roma per la Svizzera****Bank für Kredit und Aussenhandel AG Banque Bruxelles Lambert (Suisse) SA****Credit Lyonnais Finanz AG Zürich Dai-Ichi Kangyo Bank (Schweiz) AG****Deutsche Bank (Suisse) S.A. Interallianz Bank Zürich AG****Mitsubishi Bank (Switzerland) Ltd. Sanwa Finanz (Schweiz) AG**

May 1987

CITICORP INVESTMENT BANK (SWITZERLAND)

This announcement appears as a matter of record only.

General Motors of Canada Limited**SFr. 120,000,000****2 3/4% Notes 1987-1992**

with Citibank N.A.-12,000 Gold Warrants attached

Citicorp Investment Bank (Switzerland)**Banque Kleinwort Benson SA Banque Paribas (Suisse) S.A.****Deutsche Bank (Suisse) S.A. Kreditbank (Suisse) S.A.****Samuel Montagu (Suisse) S.A. Shearson-Lehman-Amex Finance SA****Swiss Volksbank****Bank Julius Baer & Co. Ltd. Swiss Cantobank (International)****Amro Bank und Finanz Bank Hauser & Cie AG****Bank in Liechtenstein AG Banque Bruxelles Lambert (Suisse) SA****Banque Générale du Luxembourg (Suisse) S.A. Banque Gutzwiller, Kurz, Bungener S.A.****Banque Indosuez, Succursale de Suisse BIL Banque Internationale à Luxembourg (Suisse) SA****Commerzbank (Switzerland) Ltd. Crédit Lyonnais Finanz AG****Dai-Ichi Kangyo Bank (Schweiz) AG Dresdner Bank (Switzerland) Ltd.****Goldman Sachs Finanz AG Handelsbank N.W.****J. Henry Schroder Bank AG Lombard, Odier & Cie****Manufacturers Hanover (Suisse) S.A. Merrill Lynch Bank (Suisse) SA****Banque Morgan Grenfell en Suisse S.A. Morgan Guaranty (Switzerland) Ltd****The Royal Bank of Canada (Suisse) Royal Trust Bank (Switzerland)****Salomon Brothers Finanz AG Sanwa Finanz (Schweiz) AG****Bank Sarasin & Cie S. G. Warburg Soditic SA****Algemene Bank Nederland (Schweiz) AG Bank J. Vontobel & Co. AG**

June 1987

CITICORP INVESTMENT BANK (SWITZERLAND)

INTERNATIONAL COMPANIES and FINANCE

Financière CSFB N.V.

U.S. \$150,000,000

Junior Guaranteed
Undated Floating Rate Notes
Guaranteed on a subordinated basis
as to payment of principal and interest byFinancière
Crédit Suisse-First BostonFINANCIÈRE
CSFB

Interest Rate 75/16% per annum
Interest Period 19th June 1987
21st September 1987
Interest Amount due 21st September 1987
per U.S. \$ 5,000 Note U.S. \$ 95.47
per U.S. \$100,000 Note U.S. \$1,909.38

Credit Suisse First Boston Limited
Agent Bank

Standard Chartered

Standard Chartered PLC

(Incorporated with Limited Liability in England)

£300,000,000
Undated Primary Capital Floating Rate Notes
of which £150,000,000
comprises the Initial Tranche.

In accordance with the Terms and Conditions of the Notes, notice is hereby given that for the three month period (92 days) from 18th June to 18th September, 1987, the Notes will carry an Interest Rate of 9 1/4 per cent. per annum.

The interest payment date will be 18th September, 1987. Coupon No. 8 will therefore be payable on 18th September, 1987 at £1,142.12 per coupon from Notes of £50,000 nominal and £1,142.12 per coupon from Notes of £5,000 nominal.

J. Henry Schroder Wagg & Co. Limited
Agent BankBANK FÜR ARBEIT UND
WIRTSCHAFT A.G.

(Incorporated with Limited Liability in Austria)

U.S.\$75,000,000 Subordinated Floating Rate Notes due 1999
In accordance with the terms and conditions of the above mentioned Notes notice is hereby given that the Rate of Interest has been fixed at 7 1/2% p.a. and that the interest payable on the relevant Interest Payment Date, December 21, 1987 against Coupon No. 6 in respect of U.S.\$10,000 nominal of the Notes, will be U.S.\$385.42.

June 19, 1987, London
By Citibank, N.A. (CSSI Dept.), Agent Bank CITIBANK

James Hardie earnings up 28%

BY BRUCE JACQUES IN SYDNEY

A SLOWED down James Hardie Industries, the Australian building products group, has recovered from a static 1985-86 to record a 27.7 per cent profit increase to A\$60.6m (US\$43.8m) in the year to March.

Restructuring continued during the period, with revenues down 4.3 per cent to A\$1.5bn and asset sales reducing interest charges from A\$46.7m to A\$28.1m.

The annual dividend has been raised for the first time in more than half a decade, from 22 cents to 24 cents a share,

following a strong second half in which earnings rose more than 40 per cent.

Restructuring was also evident in the company's extraordinary items where, against a A\$31m loss last time, A\$2.3m of profits were recorded. The previous loss, which largely reflected the sale of the company's troublesome Indonesian operations, had forced it to dip into reserves to pay the dividend.

In the latest year, however, a A\$36.6m profit on the sale of James Hardie Containers and a

further A\$9.1m surplus on the disposal of other assets was sufficient to offset a A\$29.6m loss on cessation of asbestos pipe manufacture and a A\$1.5m goodwill write-off. Hardie bought 14 new companies during the year and sold nine.

Mr David Macfarlane, the managing director, said the result was achieved in difficult trading conditions. "The improved result reflects the benefits of continuing rationalisation and consolidation of Australian activities and expansion of our interests in the US," he said. "We have con-

centrated our resources on building up three core business areas—building products, paper merchanting and converting, technology and services."

Fast losses and dividend rebates kept the company's tax bill to A\$28.4m (A\$29.6m previously), a tax rate of 31.4 per cent against the standard 49 per cent. Depreciation charges eased from A\$34.6m to A\$32.1m. Shares issued in the two-for-five bonus issue in May will not rank for the 13 cents a share final payout. The result lifted earnings per share from 30.5 cents to 37.8 cents.

Nippon Seiko suffers 35% fall in profits

BY YOKO SHIBATA IN TOKYO

NIPPON SEIKO, Japan's largest manufacturer of ball bearings suffered a 35.3 per cent fall in parent pre-tax profits to Y7.07bn (\$48.5m) in the year to April as market prices for its products fell.

Turnover was down 1.8 per cent to Y248.24bn. Although net profits were 42.6 per cent lower at Y3.77bn, the annual

dividend was raised by Y0.5 to Y7.5 per share.

The company came under heavy pressure from its customers in the automotive, consumer electric and industrial machinery industries which have all been hit hard by the year's appreciation.

In the past year, the rise in

the yen resulted in a 8 per cent fall in exports to £30bn.

Nippon Seiko was a forerunner in establishing overseas production. In order to meet rising demand from Japanese makers following their own shift of production abroad, Nippon Seiko now plans to boost ball bearing output in its US, West German and UK

plants. The company is considering a doubling of output at its British facility.

These moves will help Nippon Seiko to achieve a forecast 13 per cent rise in pre-tax profits to Y8bn, on a 3 per cent gain in turnover to Y255bn for the current year. The company plans a further rise in the dividend to Y8 per share.

Ansett to buy 20% interest in America West

AUSTRALIA's Ansett Airlines is to acquire 20 per cent of America West Airlines for about US\$31.5m, agencies report from Sydney.

Sir Peter Abele, managing director of Ansett Transport Industries, its parent, said it would exercise an option to purchase 3m new America West shares for \$10.50 each, in a deal to be finalised in July.

He said Ansett would become the largest single shareholder in what he said was the fastest growing airline in the US. America West is based in Phoenix, Arizona.

Under the terms of the option agreement, Ansett would have the right to maintain its 20 per cent position in the event of future stock sales, but could not go beyond that unless so requested by America West.

America West would retain the right of first refusal if Ansett offered any of the shares for sale. Ansett would gain a board seat.

Ansett Transport Industries, which operates one of the countries' two major domestic airlines, is owned equally by TNT, Sir Peter's transport group, and Mr Rupert Murdoch's News Corporation.

The Australian government this month announced plans to deregulate the country's airline industry. Ansett could thus face new domestic competition.

Sale and leasebacks boost Swedish shipping line

BY SANA WESE IN STOCKHOLM

TRANSATLANTIC, the Swedish shipping line, returned a small profit after financial losses of SKr 4m (\$630,400) in the first four months of 1987, compared with a loss of SKr 37m in the corresponding period last year.

The group said that full-year earnings are expected to exceed last year's figure of SKr 7m, in spite of the tough conditions in the shipping sector.

The main reason for the better figures stems from the fact that Trans-Atlantic sold off most of its vessels to limited partnerships last year and subsequently leased them back. Income from interest and dividends boosted the profits and this is expected to continue during 1987, the group said.

Operating costs increased by 2.5 per cent, despite the group's cost-effectiveness programme, chiefly because of the increase in charter hiring costs.

Transocean, the European liner business which accounts for about 80 per cent of group turnover, showed a considerable

improvement in performance despite tough competition, the group said. However, Transatlantic's offshore business division is still showing a loss, though the group said that it began to show a profit at the end of April due to the more profitable operations of one of its offshore platforms.

Swedways, the Swedish state-owned engineering and shipbuilding group, has decided to change its name to Celsius Industries on September 1.

Swedways has wound down its shipbuilding activities and now concentrates on offshore, underwater, and energy technology.

Its Kockums Marine company, which is chiefly involved in underwater technology and engineering projects, is developing the new generation of submarines for the Swedish navy and recently (as part of an international consortium) won a breakthrough overseas order from the Australian Navy for six submarines.

Indonesia lifts stake in Asahan venture

BY JOHN MURRAY BROWN IN JAKARTA

THE INDONESIAN government has raised by Y32bn (US\$20.4m) its equity stake in the ailing Asahan aluminium plant, a joint venture with Japan which has a total investment of Y435bn.

Despite a recent improvement in prices to around \$1,450 a tonne, figures for 1986 are expected to put the company further into the red, with the impact of the higher yen more than offsetting any price gains.

The project's Japanese creditors, the largest being Japan's Export Import Bank, have agreed to roll over principal repayments on the company's debt put at Y320bn. Currency realignment is estimated to have added a third to the company's debt burden in dollar terms.

Mazda in sharp decline after yen hits exports

BY OUR TOKYO STAFF

MAZDA MOTOR, the Japanese car maker in which Ford of the US owns nearly a quarter, yesterday reported a 68.6 per cent fall in pre-tax profits to Y3.08bn (\$20.7m) in the half-year to April.

The sharp decline comes on sales of Y804bn, down 4.2 per cent, and was attributed to sluggish exports caused by the yen's rise. Net profits were down an even steeper 76.9 per cent to Y1.55bn.

For the full year, Mazda projects pre-tax profits halved to Y10bn, on sales of Y1,640bn, up 1 per cent. The forecast is

Swissair sets up golfers' timeshare apartments

BY JOHN WICKS IN ZURICH

SWISSAIR is to develop a specialist timeshare apartments business by setting up a company to be known as International Golf and Country Residences.

This is to create a chain of some 12 so-called "Gold Residences," to take the form of apartments adjacent to existing or new golf courses. The apartments will be rented to members of a planned management company, International Golf and Country Residences Club.

The airline envisages some 8,000 to 10,000 members, focusing on locations outside Switzerland. The members will be part of a timeshare programme, paying an initial fee plus annual charges for maintenance and upkeep with a right to use club facilities for a specific number of days per year.

The first four residences are to be sited near Cannes and Aix-la-Provence in France, at Blaenore in Ireland and in the Swiss resort of Ascona.

These securities have been sold outside the United States of America and Japan. This announcement appears as a matter of record only.

NEW ISSUE

18th June, 1987



DAIWA HOUSE INDUSTRY CO., LTD.

(Daiwa House Kogyo Kabushiki Kaisha)

U.S.\$400,000,000

1 1/4 per cent. Guaranteed Bonds due 1992

with

Warrants

to subscribe for shares of the common stock of Daiwa House Industry Co., Ltd.

Payment of principal and interest being unconditionally and irrevocably guaranteed by

The Sumitomo Bank, Limited

Issue Price 100 per cent.

Nomura International Limited

The Nikko Securities Co., (Europe) Ltd.

Sumitomo Finance International

Fuji International Finance Limited

Union Bank of Switzerland (Securities) Limited

Algemene Bank Nederland N.V.

Banque Nationale de Paris

Baring Brothers & Co., Limited

Cosmo Securities (Europe) Limited

Deutsche Bank Capital Markets Limited

Goldman Sachs International Corp.

KOKUSAI Europe Limited

Mitsubishi Finance International Limited

Morgan Guaranty Pacific Limited

New Japan Securities Europe Limited

Salomon Brothers International Limited

Daiwa Europe Limited

Yamaichi International (Europe) Limited

Tokai International Limited

Mitsui Trust International Limited

S.G. Warburg Securities

Banque Bruxelles Lambert S.A.

Banque Paribas Capital Markets Limited

COMMERZBANK

Credit Suisse First Boston Limited

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Kleinwort Benson Limited

Merrill Lynch Capital Markets

Morgan Grenfell & Co. Limited

Morgan Stanley International

Nippon Kangyo Kakumaru (Europe) Limited

J. Henry Schroder Wagg & Co. Limited

Daiwa Europe Limited

Dai-ichi Europe Limited

Morgan Stanley International

Sauwa International Limited

Nomura International Limited

The Nikko Securities Co., (Europe) Ltd.

Merrill Lynch Capital Markets

New Japan Securities Europe Limited

Issue Price 100 per cent.

UK COMPANY NEWS

STRONG GROWTH IN RENTALS OF BUSINESS LINES

BT improves by 12% to £2.07bn

SIR GEORGE JEFFERSON, chairman of British Telecommunications, yesterday revealed that profits for the 1986-87 year had surged to £2.07bn at the pre-tax level.

That was an improvement of 11.7 per cent over the previous year's £1.85bn and bank on the figure anticipated by City analysts.

The final quarter contribution also improved by 11.7 per cent to £555m. Sir George said the overall effect on profits of the two-and-a-half week industrial action by staff during the quarter was not material with lower revenues being roughly matched by lower operating costs.

However, the dispute did prompt the directors to omit payment of the employee profit share scheme this time—in 1985-86 employees shared £18m.

Turnover for the full year to end-March improved from £2.39bn to £2.62bn with the fourth quarter tally of £2.42bn showing an increase of 8.4 per cent.

One of the main reasons for



Sir George Jefferson, chairman of British Telecom

the improvement in sales was strong growth in rentals of business lines and private circuits, particularly in the City.

Operating profits for 1986-87 increased from £2.12m to £2.35m. Pre-tax profits were

struck after deducting net interest charges of £22.2m (£26.7m)—last year's profits were before the employee profit share in allocation.

Tax accounted for £754m (£743m) to leave earnings per 25p share 3.8p higher at 20.8p.

A final dividend of 5.1p raises the total from 7.5p to 8.5p net.

During 1986-87 the volume of domestic calls went up by 7 per cent and those for international traffic by 11 per cent.

The year saw a 4,800 reduction in staff. A further decline of some 5,000 is forecast for this year with a bigger acceleration as modernisation comes through.

Investment in new plant and equipment exceeded £75m for the first time. The figure should increase in the current year as Sir George was not expecting a slow-down in the rate of installation of digital exchanges.

Debt equity improved from 39 per cent to 33 per cent. Sir George said this could go up a little this year if the Group

decided to redeem more of its preference shares. He added that the group might also make some smaller acquisitions in 1987-88.

The chairman noted that the board recognised the challenge of meeting the growing needs and expectations of customers in an increasingly competitive and demanding environment.

He said in meeting that challenge BT intended to build on the success it had already achieved and also expand the new directions in which it had started to move.

Referring to the decision to suspend the employee profit sharing scheme following the dispute, Sir George said: "Our customers would not have understood if we had made a profit sharing distribution this year."

BT was the second former state-owned enterprise to have reported full year results this week—British Gas unveiled its preliminary figures on Wednesday.

See Lex

Maxwell could get £150m from disposals

By Raymond Smedley

MR ROBERT MAXWELL'S British Printing and Communications Corporation is planning substantial disposals as part of a strategy to focus the company more tightly on printing and communications.

The BPCC chairman has decided that the packaging and labelling businesses will be sold—the first significant disposal the company has made.

The businesses being put up for sale because they do not fit in with the main thrust of BPCC's strategy, are expected to raise about £150m.

An obvious candidate for such companies would be Med International which is disposing of its interest in paint, but expanding in publishing and packaging. Maxwell bought Mirren Group Newspapers from Med.

The money will be added to Mr Maxwell's acquisitions "war chest" which is now believed to be heading towards £1bn. In April, 30m shares were sold for around £100m, and earlier this week the company announced a £250m rights issue which was fully underwritten.

Mr Maxwell is making it clear that he intends pursuing his contested attempt to take over Harcourt Brace Jovanovich, the US publishing group. The Mirror publisher has also begun preliminary talks with another large international company on the possibility of merger.

It is not yet clear whether this is in addition to HBJ, or a fallback position if the HBJ attempt fails.

If Mr Maxwell is to achieve his often stated objective of turning BPCC into a company with sales of £3bn to £5bn by the end of the decade, then further acquisitions are almost certainly necessary.

See Lex

days," said Mr Alan Wolst, chairman and chief executive. "We're now dealing with one of the world's hottest consumer products." The impact on current year profits would be significant," he said.

In 1986-87, research into AIDS also helped sales of the company's rubber glove. Overall, profits for the health and personal products division rose from £14.35m to £14.57m (£10.4m turnover of £125.64m).

Interest payable was £1.36m (£1.81m). There was no gearing as net cash amounted to £5m at the end of the financial year.

Tax was £5.98m (£9.83m). Earnings per share rose 16 per cent to 14.11p (12.13p). The directors recommend a final dividend of 3.65p (3.1p), making a total of 5.46p (4.6p) for the year.

Mr Wolst said that capital expenditure during the present year was budgeted to be £21m. All the taboos associated with condoms collapsed in 80

the US bombing of Libya, combined with marketing costs in the US.

Profit from the sale of shares in Wedgwood, for which LIG made an unsuccessful bid during the year, amounted to £4.64m after associated costs. This was offset by other costs and losses on the disposal of Haffenreffer Moulding, resulting in an extraordinary charge of £49,000 (£1.3m).

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Profit from the sale of shares in Wedgwood, for which LIG made an unsuccessful bid during the year, amounted to £4.64m after associated costs. This was offset by other costs and losses on the disposal of Haffenreffer Moulding, resulting in an extraordinary charge of £49,000 (£1.3m).

Interest payable was £1.36m (£1.81m). There was no gearing as net cash amounted to £5m at the end of the financial year.

Tax was £5.98m (£9.83m). Earnings per share rose 16 per cent to 14.11p (12.13p). The directors recommend a final dividend of 3.65p (3.1p), making a total of 5.46p (4.6p) for the year.

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UK COMPANY NEWS

BET hits £157m with help from acquisitions

BET, the international services company, increased its pre-tax profit by 26 per cent to £157m (£125m) in the year to March 31, 1987 with a 16 per cent increase from new services, up 57 per cent to £48.6m, where acquisitions in the UK, including HAT, contributed to a doubled profit from BET Plant Services.

All BET's main activities showed increased operating profits, except for electronics and leisure where growth in core activities did not quite compensate from discontinued leisure business and profit remained around £23m. The strong pound reduced the profit growth from United Transport International from 15 per cent to only 4 per cent in sterling terms, contributing £22.5m.

Initial, BET's industrial services company, made £59.3m

profit up 19 per cent as a result of both organic growth and acquisitions. Publishing profit by 18 per cent to £11m, the biggest increase came from new services, up 57 per cent to £48.6m, where acquisitions in the US, including HAT,

contributed to a doubled profit from BET Plant Services.

The balance of operating profits between activities had, therefore, changed slightly, reflecting a vigorous acquisition programme in construction services, which now accounted for 26 per cent of total profits. Operating profits outside the UK now amounted to 31 per cent.

Overseas, operating profits from textile rentals and associated services increased by 23 per cent to £11.5m on turnover which was up 17 per cent. Some 40 per cent of the profit increase came from net exchange gains and 50 per cent from an acquisition in the US.

In terms of profit, the Netherlands continued to make the next largest contribution with another record year. Belgium, Spain and Ireland also showed substantial gains and Germany was from loss into profit.

Profits from cleaning and waste disposal increased by 70 per cent to £9m, largely as a result of the addition of the HAT and Bremgreen businesses.

Total turnover last year was up 15 per cent to £1.7bn (£1.5bn) with share of associated companies contributing £116m (£141m). Operating profit was £172.5m (£140.9m) and share of pretax losses of associated companies amounted to £10.8m (£10.5m).

Invested income brought in £1.9m (£3.1m) interest deducted was £27.5m (£29.1m) and taxation took £43.1m (£38.1m); with minorities of £3.9m (£3.2m) profit before extraordinary items of £9.5m (£9.3m) came to £10.4m (£8.3m).

A final dividend of 6.5p has been recommended making a total of 9p for the year against 8p.

Fillip for Suter over bid for Mitchell

By Mike Smith

Suter, the industrial conglomerate, yesterday received a filip for its bid to take over engineering and chemicals group Mitchell Cotts when Imperial Life Assurance of Canada announced it had bought a 9 per cent stake in the target company.

Imperial Life, owner of a 1 per cent stake in Suter, picked up 2m Mitchell shares after Rushlake Holdings, the private company owned by the Jivraj family, sold 2.5m in the market. Imperial Life said it viewed the move as a cheap way into Suter and would be supporting the bid.

Mr Naresh Jivraj, Rushlake managing director, said his company still had 8.5m (8.98 per cent) of Mitchell. The dispensary made commercial sense, he said. "I think Suter will win and I do not want its shares."

The 270m Suter bid is paper only and values each Mitchell share at 76p. Mitchell shares closed last night at 71.4p.

Mr Rodwick Peal, Mitchell chief executive, conceded last night that the Rushlake sale was "bad news" but not critical news. "It confirmed that Rushlake wanted cash for its shares, he said.

Scapa moves ahead to £34m

Scapa Group, the industrial holdings company, boosted pre-tax profits by almost 11 per cent from a restated figure of £30.92m to £34.27m on turnover up from £202.25m to £229.85m in the year to March 31, 1987.

Mr Bill Goss, chairman, said that the current year had started with active businesses and good order books and the company looked forward to maintaining the momentum of its progress. Figures for the year include former RFD companies which Scapa acquired in December last year.

The company proposed a final dividend of 4.71p—up from an adjusted figure of 4.05p—to give a total for the year of 6.81p (6.05p). Earnings per share rose from 20.2p to 22.2p.

He reported that the last year had been another year of growth, with the group showing a widening of opportunity for organic development of businesses through the acquisition of new companies.

Trading conditions in the company's main business areas—especially the paper industry and technical and industrial textiles had been good during the past year and remained so with encouraging prospects.

Operating profits and turnover geographically show: UK, £10.7m (£8.36m) on £27.52m (£20.45m); on £21.73m (£26.94m); and other countries £5.61m (£5.37m) on £50.6m (£41.16m).

Interest took £4.24m

year prospects are bright, for Scapa derives three-quarters of its sales from the paper industry, and paper production in its key North American and Western European markets is 5 per cent up on the year. Competition is robust and there will be further exchange rate discounts if present levels are any guide, but with the first time contributions from recent acquisitions and an upturn in the oil-related businesses, some £38m must be in sight pre-tax.

Gearing is set to show a rise from 33 per cent to perhaps 36 per cent but the prospective p/e multiple of 12 looks undemanding for this little understood and soundly performing business.

DIVIDENDS ANNOUNCED

Archimedes Inv ...int	5.5	Aug 3	4.6	—	10.9
Bassett Foods ...int	5.29	Aug 1	5.04	7.24	6.82
S. W. Berisford ...int	4	Oct 8	3.5	—	12
BRIT ...	6.5	—	6*	9*	8*
Brit Telecom ...	5.1	Sept 28	4.5	8.45	7.5
James Finlay ...	2.15	—	2.15	4.15	4.15
Robert Horne ...int	2	July 27	1.5	—	5
Johnson Matthey ...	3.5	Aug 3	2	5.5	2.5
London Intl ...	3.65	Oct 1	3.1	5.4	4.6
Mansfield Brewery ...	6.75	Aug 12	6	9	8.25
ML Holdings ...	6.4	Oct 1	5.7	9	8
Scapa Group ...	14.71	—	4.05*	6.81	6.05*
SOHO Group ...	3.44	Aug 3	3.44	5.78	5.78
Stoddard Hldgs ...	1.3	—	nil	1.3	nil
Unilever ...	1.2	—	1.15	2.3	1.98

Dividends shown pence per share net except where otherwise stated. * Equivalent after allowing for scrip issue. † On capital increased by rights and/or acquisition issues. ‡ USM stock. § Unquoted stock. ¶ Third market.

Further expansion by Platignum

Platignum yesterday announced an offer to acquire Ouvah Highfield and said that it had received irrevocable undertakings in respect of 90.86 per cent of the company's ordinary share capital.

Last week Platignum announced that it had agreed to acquire the Cheslett Coir Company and Cherry Place, distributor and importer respectively of matting products and basketware under the brand name Oaklea.

The move marks Platignum's further diversification away from its traditional manufacturing and marketing of existing instruments to the wider field of marketing and distribution of non-food consumer products.

position of £3.88m. Last year Ouvah broke even on sales of £1.3m before extraordinary and exceptional items.

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Institutional Equities

- Chase Manhattan Securities is expanding its U.K. and International Equity activities.
- We want to recruit more first class Salespersons, Analysts and Market Makers—individuals and teams—for our existing and new areas of activity.
- We offer security of employment, substantial capital resources and an enthusiastic home grown management team.
- Remuneration packages will be highly competitive, flexible and capable of attracting the most successful.
- For a confidential discussion about our plans contact Leigh Collins at work on 01-726 3665 or at home on 01-852 1409. Alternatively, ring Brian Newman on 01-726 3565 (work) or 01-467 9224 (home).



CHASE MANHATTAN SECURITIES

GRANVILLE SPONSORED SECURITIES

High	Low	Company	Price	Change	Div.(p.)	%	P/E
162	153	Ass. Brit. Ind. Ordinary	162	+2	7.3	4.5	9.9
165	145	Ass. Brit. Ind. CULS	165	+2	10.0	8.1	—
38	34	Arminga and Rhodes	37	—	4.2	11.4	6.2
80	67	BBG Design (UK) (USM)	76	—	4.1	12.5	23.1
221	210	BBC Group	270	+3	5.3	2.0	23.1
165	155	Bray Technologies	165	+2	4.7	2.0	13.2
171	130	CCL Group Ordinary	171ad	+4	11.5	5.7	4.4
123	99	CCL Group 11pc Conv. Pref.	148	+3	16.5	12.5	12.7
94	78	Carborundum 7.5pc Pref.	92ad	+1	10.7	11.5	—
105	87	George Blair	105	—	3.7	3.5	2.7
143	119	Iels Group	120	—	3.5	3.5	—
132	104	Imperial Chemical Ind.	126ad	—	6.9	5.1	7.3
362	321	James Burrough 8pc Pref.	382ad	+2	18.2	4.4	8.7
97	88	James Burrough 9pc Pref.	97	+1	12.9	13.3	—
780	600	Maritime NV (Amersfoort)	500ad	-30	—	—	—
427	382	McEwan and Young	227	—	1.4	—	19.5
91	82	Record Ridgway 10pc Pref.	82ad	—	16.1	17.2	—
91	82	Robert Jenkins	80	—	—	3.6	—
107	82	Schutte	120	—	—	—	—
175	141	Toronto and Caribbean	175ad	—	6.6	3.8	8.5
405	321	Tyco Holdings (SE)	400	+30	7.9	2.0	8.3
122	73	Unionlock Holdings (SE)	122	—	2.8	2.3	22.5
165	115	Walter Alexander	165	+2	2.0	2.0	—
198	180	W. S. Yeates	195ad	—	17.4	8.9	19.5
116	98	West Yorks Ind. Hsg. (USM)	105	—	5.6	5.2	11.1

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UK COMPANY NEWS

FUTURE INDEPENDENCE REMAINS A PRIME CONCERN

Lower interest boosts Berisford

BY STEVEN BUTLER

S & W Berisford, the food and commodities group, yesterday reported a 6 per cent rise in pre-tax profits to £42.74m in the six months to the end of March, on turnover which increased from £429m to £512m.

Operating profits for the group, however, took a steep plunge from £77.58m to £57.97m, with the difference made up by lower interest charges. Analysts said they believed the overall quality of earnings had been lifted.

Berisford directors yesterday said that the group was moving rapidly away from its traditional dependence on commodities, adopting a diversification strategy that would improve the stability of its earnings growth.

Earlier this year, excluding profit on the sale of Rank Hovis McDougall, rose from 15.6p to 16.25p, while the interim dividend was increased from 3.5p to 4p.

Sketchley pays 25m for Jeeves

Sketchley, the drycleaners, has acquired Jeeves of Belgrave, a quality London dry-cleaning chain, for £4.8m. The consideration will be satisfied by the issue of 910,000 ordinary 25p shares.

The deal will include Lilliams & Cox, which has two further outlets.

Unilock profits hit record £2.3m

Unilock Holdings, the office partitioning specialist which gained a full listing in July 1986, announced record profits up 23 per cent to £2.26m for the year to March 29.

In February the company acquired HCS, perimeter heating systems manufacturer, for an initial consideration of £1.7m.

The question of whether Berisford would maintain its independence somewhat overshadowed the reporting of results, with yesterday's press release bearing all the marks of a concerted takeover defence.

"We are determined to remain independent and to move forward," Mr Henry Lewis, deputy chairman, said.

"These results are a good indication of where we are going and how we are going to get there."

In February the Monopolies and Mergers Commission had blocked rival bids for Berisford by Feruzzi and Tate & Lyle, both of which were interested in the Berisford subsidiary, British Sugar.

Feruzzi subsequently sold its 23.7 per cent stake in Berisford to Associated British Foods for £131.2m, and questions have been raised over whether ABF would attempt to acquire the

Tate & Lyle stake and launch a bid for Berisford.

Berisford stressed the diversification of earnings and the reliance of the group on four main divisions—food, commodities trading, financial services and property.

Growth was particularly strong in the food industries subsidiaries, where pre-tax profits increased from £14.55m to £27.21m. This has now overshadowed the merchanting and commodities trading activities.

The food division is dominated by British Sugar where operating profits grew from £26.6m to £40m. A programme of expansion and acquisition in the food division is to be announced shortly.

Pre-tax interim profits in the commodities and merchanting division plunged from £14.19m to £4.52m with poor performance blamed on difficult international trading conditions. The

See Lex

Profit from financial services, which includes leasing, money broking, insurance broking and investment banking in the UK and in the US, rose from £7.53m to £7.88m. Full year 1986 profits in this sector of £22.4m are unlikely to be matched because of a large one-off deal involving Waring & Gillow.

Profits from the property sector rose from £2.98m to £3.65m.

Profits in the industrial division of the group again fell, from £99.01m to a loss of £49.6m. The industrial division is no longer seen as central to the group's growth strategy.

See Lex

On a merger accounted basis, turnover rose from a restated £22.88m for 1985 to £24.15m and earnings per share improved by 23 per cent to 21.26m for the year to March 29.

In February the company acquired HCS, perimeter heating systems manufacturer, for an initial consideration of £1.7m.

A recommended final dividend of 1.2p makes 2.2p for the year,

compared with 1.975p paid in 1985.

The market outlook was favourable and orders were at a higher level than last year, he said. "It is unlikely to predict the future but we are budgeting for a further increase in profits and a strengthening of our position as the year progresses."

Mansfield Brewery 4.6% ahead at £7.3m

BY TERRY POVEY

Mansfield Brewery increased its pre-tax profits by 4.6 per cent from £6.97m to £7.29m in the 53 weeks to April 3 1987.

The total dividend is raised from 8.25p net to 9p with a final of 6.75p. Stated earnings per share improved from 27.3p to 30.8p.

Mr Robin Chadburn, the chairman, said results showed continued sales growth and a small increase in operating and pre-tax profits. The operating profits were marginally ahead at £12.5m (£12.1m) in spite of disruption to trade in 45 public houses undergoing substantial refurbishment, heavy investment in brand advertising, and the pressure on soft drinks margins.

He said the Brewery's philosophy for the next two years was to continue to invest heavily in its tied estate, its beer and soft drinks brands, and in training and development of people in order to ensure a highly profitable and independent company.

There was a tax charge of £2.5m compared with £2.63m, and there was an extraordinary credit this time of £4.7m, which arose from the disposal of properties surplus to requirements.

Cash flow had been especially strong at almost £100m in the

Johnson Matthey doubles dividend at record £51m

"Johnson Matthey, the precious metals fabricating and marketing group, produced year-end pre-tax profits up more than two-thirds to a record £50.5m.

"Johnson Matthey is back," exclaimed Mr Gene Anderson, chief executive, yesterday.

All divisions showed increased contributions and with a final dividend of 31p, the payout level for the year to March 31 was 54p, more than double the previous 21p total.

The debt reduction programme has continued. Net debt, down £17.4m to £17.1m, 56 per cent of shareholders funds at £27.2m. In the aftermath of the rescue and takeover of Johnson Matthey Bankers by the Bank of England in late 1984, the parent group had borrowings totalling £480m.

The falling debt—£65.8m of which was in metal and £61.8m in money at the year end—enabled interest payments to drop about by 50m to 59.5m.

Having put the JMB affair behind it, Johnson Matthey had returned to robust financial health, said Mr Anderson. Since the early repayment of a banking facility in December, it had been dealing with its bankers on a normal commercial basis.

Cash flow had been especially strong at almost £100m in the

year, of which £55.4m came from operations and the rest from disposals.

Mr Anderson said JM had embarked on a major quality improvement programme.

While completing the rationalisation programme, opportunities for expansion were being sought through acquisitions and the development of new products, he said.

In the year to March, trading profits were £55.1m (£41m) and associate companies, primarily Matthey Rustenburg in South Africa, contributed a further £5.3m (£5m) to produce operating profits of £60.4m (£48.5m). After taxes of £14.5m (£8.5m) and a net extraordinary charge of £10.5m (a charge of £8.3m) attributable profits were £23.7m (£13.4m). Fully diluted earnings per share were 20.3p (£12.5p).

The pre-interest divisional breakdown was: catalytic systems £15.5m (£15.2m); materials technology £17m (£12.7m); precious metals marketing and refining, which includes Matthey Rustenburg, £19.9m (£12.6m); and cello-tins and printing £8m (£5.5m).

Charter Consolidated holds a one third stake in JM if it converts all its outstanding preference share holding.

Comment The City is beginning to take up Mr Anderson's enthusiasm further to go.

James Finlay falls £2.5m as banking drops into loss

CONTINUED LOSSES from its oil, gas and servicing interests and losses from its banking division have reduced the pre-tax result for 1986 at James Finlay, trader and financier, from £2.89m to £2.57m. Despite this, the directors are holding the dividend at 4.15p as forecast, with an unchanged final of 2.15p.

The company's shares fell 7p to close at 104p yesterday.

Turnover for the year fell to £176.64m (£194.12m). Oil and gas losses increased to £3.51m (£1.04m) and servicing to £4.94m (£1.92m). This follows the pattern seen at the interim stage when pre-tax profits fell to £3.41m (£6.34m) overall. Its banking services, finance and international confirming division fell into loss in the second half, incurring a loss of the year of £2.45m (£233,000 profit).

Trading and investment income dropped from £14.08m to £8.89m before exchange losses of £239,000 (£5.04m). The share of losses of the associated companies rose to £20.700m (£279,000), and the pre-tax result was after interest charges of £8.73m.

Other activities contributed to the pre-tax result as follows: confectionery and beverages £1.16m (£3.17m), trading, manufacturing and merchandising £4.89m (£4.94m), plantations £7.03m (£2.05m), and there was a net gain on the disposal of investments of £15.000m (£2718,000).

Geographically, there were losses from the UK and the Irish Republic of £1.81m (£1.81m).

(4.6m profit), North America £2.49m losses (£96,000 loss), and Australia £474,000 losses (£30,000 profit).

Tax took more at £5.46m (£3.53m) and minorities accounted for £2.06m (£256,000) to leave earnings per 25p stock unit down from 25.7p to 25.5p.

There were extraordinary credits of £1.81m (£1.81m).

Comment

Imagine a company chairman's worst nightmare—pre-tax profits down a third of what analysts were estimating at the interim stage, a tax charge of 95 per cent, the dividend only covered because of an extraordinary credit—it has all come horribly true for James Finlay. The vicissitudes of the tea market can not be blamed this time—tea prices were buoyant last year although they have shown recent worrying signs of weakening. Instead, the oil price fall turned Finlay's energy business into an unmitigated disaster and a bad debt wiped out the chance of a recovery in the banking and confirming business. Finlay did not help its cause by an uncommunicative preliminary statement and the shares held up so well—down only 7p to 104p—not because the market was prepared for the figures but because takeover hopes lager. But the rumours of a bid have been around for two years and on fundamental grounds, assuming reduced energy and banking losses allow the group to make 25m this year, the shares are heavily overvalued on a p/e of 17.

ML confident after 53% profits rise to £3.3m

ML Holdings, the manufacturing engineers, yesterday announced a 53 per cent gain from £2.17m to £3.32m in pre-tax profits for the year to March 31 1987, a 13 per cent improvement in turnover to £64.81m.

Trading profit last year improved from £3.08m to £4.06m; there were interest charges of £727,000 (£904,000) and tax took £1.18m (£286,000), leaving attributable profits of £2.14m (£1.31m), before an extraordinary item of £210,000 (£186,000).

Earnings per 25p ordinary were 35.5p (26.5p) and the total dividend is raised from 8p to 9p with a final of 6.4p (5.7p).

Comment

ML is starting to grapple with its age-old cost problem: the operating margin on sales crept up from 5.4 to 6.2 per cent. But the move towards fixed price contracts with the MoD does not wholly explain the spurt in the share price, which yesterday closed at 735p, up 35p; nor indeed does the 53 per cent increase in pre-tax profits, which were only slightly ahead of brokers' demanding expectations. The bulls seem

to be anticipating further acquisitions, like Eslingsby Aviation and Hydro-Bond, bought in August last year, and FL Douglas Holdings, acquired in April. All of these were judged to have been bought on terms favourable to ML and indeed Slingsby, which contributed around £400,000 in the last year, is set to be more profitable in this one, if US orders for Airship gondolas and control surfaces materialise. Steady performance from bomb-racks and railway-signalling should guarantee £4.3m in the present year, even without further acquisitions. This puts the shares on a prospective multiple of 17. High, but there is no reason why the shares should not maintain their pace, having outperformed the market by a quarter in the last year.

Fleet Financial Group Ltd No. 1401

NOTICE OF DIVIDEND PAYMENT

Notice is hereby given that the administrative council of the company has decided that a dividend of 11.7747 per share will be paid in respect of the six-month period ending June 30, 1987 to IDR 8 per cent for the 1st, 2nd, 3rd and 4th series and after deduction of the Depository's expenses of US\$0.01 per depositary share, as follows:

1st Series 2nd Series 3rd Series 4th Series
a) Coupon number 21 20 17 15
b) Net amount per share \$296.42 \$278.36 \$226.88 \$221.30

The above mentioned dividends are payable at any of the following agents:

MORGAN GUARANTY TRUST COMPANY OF NEW YORK: Brussels, 35 avenue des Arts
New York, 30 West Broadway
London, 1 Angel Court
Zurich, 38 Stockerstrasse

Montgomery Trust Company, London
Agenzia

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British Telecom is pleased to announce its financial results for the year ended March 31, 1987.

Profit before tax exceeded £2 billion for the first time; this continuing financial success enabled us to spend nearly £6 million a day on modernising and expanding our system, accelerating the process of catching up on a long period of under-investment as a public sector corporation.

We are continuing to invest at record levels this year, to the benefit of our investors, our customers and our staff.

We are working on huge projects, like the replacement of thousands of old, electro-mechanical telephone exchanges with new, faster, more reliable digital

Financial Results for year ended 31 March 1987

	Fourth Quarter 1986/7	Full Year 1986/7	Fourth Quarter 1985/6	Full Year 1985/6
Turnover	2,415	2,227	9,424	8,837
Operating profit	629	561	2,349	2,118
Profit before taxation	555	497*	2,067	1,851*
Profit attributable to ordinary shareholders	341	267	1,257	1,027
Earnings per ordinary share	5.6p	4.4p	20.9p	17.1p
Dividends per ordinary share (net)	8.45p	7.5p		

*Before employee profit sharing in 1985/86.

The accounts from which these figures are extracted have not yet been filed with the Registrar of Companies or reported by the auditors.

A final dividend of 5.1 pence net per share will be proposed to the Annual General Meeting, making a total dividend of 8.45 pence net for the year. It will be paid on September 28 to those investors on the register on August 21, 1987.

The Annual General Meeting will take place on September 9, 1987 at the National Exhibition Centre, Birmingham, West Midlands. The Report and Accounts will contain information about this and other shareholder meetings and will be posted to investors on July 9, 1987.

Highlights of the year

- Turnover up 12.4% to £9,424 million.
- Profit before tax up 11.7% to £2,067 million.
<li

UK COMPANY NEWS

STOCK EXCHANGE BUSINESS IN MAY

Election causes erratic trading

BY VERNY BYLAND

TOURNOVER ON the UK Stock Exchange showed a modest gain last month, but the picture was somewhat patchy as the run-up to the British general election brought erratic movements in both government bonds and equities.

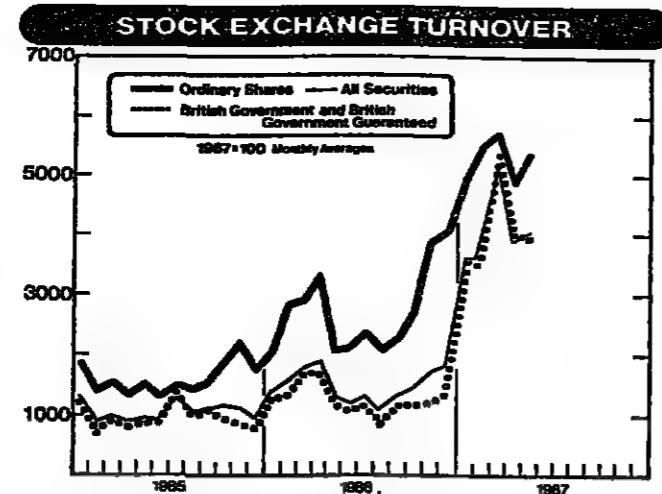
The value of all business done in May, comprising both gilts and ordinary shares, increased by 3.8 per cent to £131.35m. Trading in ordinary shares increased by 8.2 per cent to £29.92m. The stock market reached successive peaks during the month as firstly the date of the election was confirmed, and then as a rapid series of public opinion polls brought waves of somewhat speculative buying and, on occasion, bouts of profit-taking.

Not all the factors were political, however. The market continued to look for a further cut in UK bank base rates at the beginning of the month, although such hopes were reduced when the Bank of England signalled that an early base rate cut would be unwelcome.

While the sharp movements in the principal industrial blue chip stocks attracted much of the attention, trading levels were much to the detriment of the government bonds, a dip of 1 per cent to £23.49m in the month's turnover total reflected a cooling of activity by the institutions, which had already positioned themselves ahead of the election. Some money moved into the London market. Gold shares reflected a renewed downturn in gold produced shares on the London market. Gold shares again demonstrated their close link to the level of the dollar, often moving sharply on relatively little turnover.

London markets have continued to make headway in the first half of this month, against a background of significant developments in the UK and abroad. In addition to the success of the Conservative Government in the UK elections, London had to face the disclosure that Mr Paul Volcker is leaving the chairmanship of the US Federal Reserve Board, as well as the uninspiring outcome of the Venice Economic Summit.

Bond prices have now been trading water for the past two months as first, the Washington meeting of President Reagan



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Share prices have continued to move upwards, although the bond market has remained cool.

MONTHLY TURNOVER: MAY						
	Value £m	Percent of total	Number of bargains	Percent of total	Average daily value £m	Average bargain value £100s
BRITISH FUNDS						
Short dated (7 years or less to run)	30,911.8	22.5	24,124	2.7	1,627.9	904.4
Mediums (7-15 years)	26,755.8	20.4	27,724	2.3	1,408.2	958.2
Others (over 15 years)	35,805.1	27.3	30,156	2.4	1,884.5	1,187.3
Total	93,491.9	71.2	92,004	7.3	4,920.6	1,014.0
						4,853
IRISH FUNDS						
Short dated (7 years or less to run)	894.3	0.7	1,108	0.1	46.7	744.0
Mediums (7-15 years)	619.8	0.5	705	0.1	32.6	678.0
Others (over 15 years)	950.7	0.7	846	0.1	50.0	1,097.8
UK Local Authority	21.2	0.1	452	0.1	1.1	45.9
Overseas Government	4,371.4	3.3	5,883	0.4	230.1	743.1
Other Fixed Interest	1,229.3	0.9	29,403	2.3	44.7	41.8
Total	13,261.1	22.7	1,130,673	89.6	1,569.5	24.4
						59,509
TOTAL	131,390.9	100.0	1,261,384	100.0	4,915.3	104.2
						66,396

* Average of all securities.

NOTICE OF REDEMPTION

To the Holders of

General Mills, Inc.

U.S. \$100,000,000 12% Notes, Series A, due December 19, 1991

NOTICE IS HEREBY GIVEN to the holders of the outstanding 12% Notes, Series A, due December 19, 1991 (the "Notes") of General Mills, Inc. ("the Company") that pursuant to the provisions of Section 7(a) of the Series A Fiscal Agent Paying Agency Agreement dated as of December 10, 1984 between the Company and Morgan Guaranty Trust Company of New York (the "Fiscal Agent") and paragraph 4(a) of the Terms and Conditions of the Notes, the Company has elected to redeem on July 6, 1987 U.S. \$1,475,000 principal amount of the Notes (the "Redemption Notes") at a redemption price equal to 101% of the principal amount thereof, together with accrued interest to said date, in the amount of U.S. \$328.33 for each U.S. \$1,000 principal amount as follows:

OUTSTANDING NOTES OF \$1,000 EACH BEARING THE FOLLOWING DISTINCTIVE NUMBERS

47	828	1367	1838	2466	3185	3679	4233	4973	5632	6235	6833	7275	7723
94	835	1381	1940	2504	3211	3691	4246	5051	5658	6237	6879	7277	7770
95	838	1398	1913	2546	3215	3692	4247	5054	5672	6243	6878	7279	7751
110	858	1403	1943	2550	3219	3696	4250	5058	5676	6247	6882	7289	7759
112	861	1471	2043	2557	3303	3724	4452	5181	5717	6284	6718	7303	7911
174	895	1485	2094	2573	3306	3754	4457	5160	5743	6295	6760	7367	7912
197	905	1497	2127	2581	3359	3761	4490	5160	5743	6296	6779	7413	7926
220	928	1503	2150	2600	3363	3765	4495	5163	5747	6301	6793	7427	7975
222	934	1514	2143	2626	3369	3912	4583	5273	5804	6346	6941	7440	7990
230	971	1542	2200	2636	3386	3916	4593	5284	5815	6379	6967	7454	7998
231	984	1573	2218	2650	3416	3917	4647	5357	5832	6423	6876	7513	8014
318	994	1582	2233	2671	3431	3935	4673	5372	5853	6431	6981	7521	8024
333	994	1602	2244	2791	3456	3953	4697	5397	5881	6491	6937	7561	8064
476	1024	1633	2276	2895	3529	3968	4729	5403	5921	6538	6984	7566	8085
523	1059	1628	2281	3012	3533	3971	4758	5508	6002	6544	7009	7578	8129
537	1059	1641	2314	3029	3534	4026	4768	5526	6021	6551	7047	7569	8140
570	1114	1658	2341	3046	3551	4049	4793	5551	6041	6581	7140	7620	8201
655	1162	1663	2403	3069	3513	4056	4780	5548	6028	6568	7185	7649	8221
711	1162	1773	2428	3087	3620	4070	4804	5577	6062	6588	7201	7656	8238
713	1275	1783	2457	3094	3633	4071	4861	5606	6078	6608	7210	7658	8240
737	1289	1793	2486	3098	3642	4084	4874	5628	6093	6621	7222	7662	8248
769	1336	1811	2489	3153	3677	4133	4835	5629	6139	6621	7260	7716	8256

Payment will be made, subject to applicable laws and regulations, in U.S. dollars on and after July 6, 1987 upon presentation and surrender of the Redemption Notes with coupons due December 19, 1987 and such coupons will be deducted from the principal payment and paid in the manner set forth in the Terms and Conditions of the Notes, against surrender of the related missing interest coupons within the period of time prescribed by the applicable statute of limitations, at the main offices of the Fiscal Agent in London, Brussels, Frankfurt am Main, Paris and Tokyo, the main office of Amsterdam-Rotterdam Bank N.V. in Amsterdam, the main office of Swiss Bank Corporation in Basle and the main office of Kredietbank S.A. Luxembourg in Luxembourg. Payments at said offices will be made by a United States dollar check drawn on a bank located in The City of New York, or by transfer to a dollar account maintained by the payee with a bank in London. No payment on any Bearer Note will be made at the Corporate Trust Office of the Fiscal Agent or any other Paying Agency maintained by the Company in the United States nor, except as otherwise permitted by U.S. Treasury Regulations without adverse tax consequences, will any payment be made by transfer to an account maintained by the payee in, or by mail to an address in, the United States.

From and after July 6, 1987, the Redemption Notes will no longer be outstanding and interest thereon shall cease to accrue. U.S. \$300,000 principal amount of Notes will remain outstanding after the redemption.

It is suggested that each holder consult his own tax advisor concerning his particular tax situation.

Any payments made to an address in the United States, directly or by electronic transfer, may be subject to reporting to the United States Internal Revenue Service ("IRS") and to backup withholding of 20% of the gross proceeds if payees not recognized as exempt recipients fail to provide a Paying Agent with an executed IRS Form W-8 in the case of non-U.S. persons or an executed IRS Form W-9 in the case of U.S. persons.

Under the Interest and Dividend Tax Compliance Act of 1983, we may be required to withhold 20% of any gross payment made within the United States to certain holders who fail to provide a Paying Agent with, and certify under penalty of perjury, a correct taxpayer identification number (employer identification number or social security number, as appropriate), or a tax registration certificate on or before the date the securities are presented for payment. Those holders who are required to provide their correct taxpayer identification number on IRS Form W-9 and who fail to do so may also be subject to a penalty of \$50 imposed by the IRS. Please therefore provide the appropriate certification when presenting your securities for payment.

GENERAL MILLS, INC.

DATED: June 5, 1987

600 Group down by 18% to £5m

The 600 Group, machine-tool manufacturer, saw pre-tax profits fall by 18 per cent—from £1.26m to £2.13m to £12.85m in a £203.13m to £12.85m in the year to March 31 1987.

However, it maintained its dividend payments with an unchanged proposed final of 3.435p to make a total of 5.775p (5.75p) for the period. Earnings per share after tax and before extraordinary items fell from 7.9p to 7.5p. On a nil distribution basis they fell from 8p to 6.5p.

Sir Jeffrey Benson, who succeeded Sir Jack Wellings as chairman on April 1, said the fall in operating profits—from £1.99m to £1.39m—was mainly due to adverse trends in order intake

UK COMPANY NEWS

ACQUISITION WILL CUT RIVLIN'S GEARING TO 50%

Mayfair Properties agrees to £28m

BY PHILIP COGGAN

Rivlin, the USM-quoted company which has been turned into a property group by Mr Martin Landau, yesterday announced a £28m recommended offer for Mayfair and City Property Holdings.

The acquisition follows a flurry of activity from Rivlin, once a textiles and kitchen supply company, which joined the USM in 1983 after five years of share suspension. After its return to the market, the group gradually disposed of its textiles interests and became a property shell.

Mr Landau moved in last year when City Merchant Developers, a private company formed after a management buyout of Guin-

ness Peat Properties, took a 29 per cent stake. Since then, Rivlin has made an agreed £11m takeover of Marlborough Property Holdings.

The Mayfair acquisition will push up Rivlin's assets from £22.5m to £60m and increase net assets per share from 34.7p to 72.5p. The gearing level will accordingly fall from 160 per cent to just under 50 per cent.

Mayfair & City joined the USM three years ago as the quoted vehicle of Mr Sidney Corob, a property developer.

Mr Corob and his wife, who together own 61.8 per cent of the company, have irrevocably agreed to accept the offer. They will also, if shareholders

agree, buy properties in London W1 from Mayfair for £4.5m and Mayfair's 75 per cent interest in Town & Country Developments.

Mayfair also announced yesterday its results for the year to March 31, in which it made pre-tax profits of £771,000 down from the previous year's £918,000. Thanks to a lower tax charge, earnings per share were up 6.2p from 4.8p. No final dividend is being paid making the total for the year 1.1p (2.8p).

To pay for the acquisition, Rivlin is raising £37.5m as an offer to shareholders of 37.5m convertible preference shares

carrying a coupon of 5.125 per cent. The balance of the proceeds will be used as part of the refinancing programme of the Landmark building in Hammersmith which has recently been refurbished and let to Guinness.

Terms of the offer are 75.8p in cash plus £11.740 nominal of loan notes plus £21.66 of convertible loan stock for every 100 Mayfair shares. The offer values each Mayfair share at 235p.

Rivlin also announced that it is proposing to sell certain properties for £7.55m to a company principally owned by a director and a former director of a Rivlin subsidiary.

Avon Rubber makes £3.8m joint purchase in France

Avon Rubber, the tyres and industrial polymers group, is to acquire Tabur Caoutchouc, a French specialist rubber manufacturer, in association with Les Ateliers de Construction du Nord, de la Charente, for FFr 27.5m (£3.8m).

Avon will contribute approximately FFr 28.1m towards the purchase price of the Brittany based company, currently owned by Societe BIC. Avon and ANF already jointly own interests.

Societe Francaise des Caoutchoucs Spencer Moulton.

In the year to end-December 1986, Tabur had a turnover of FFr 77m, pre-tax profits of FFr 6m and net assets of FFr 18.4m, including freehold property, plant and machinery worth FFr 14.9m.

Mr Brian Stacey, Avon director, said Tabur would provide further opportunities to expand the group's French business and ANF already jointly own interests.

TR Energy in £4m purchase

TR Energy, the investment company specialising in oil and gas, is paying a total of £4.1m to buy oil and gas assets in the US from Legal & General and Touché Remnant Trusts.

Consideration will be satisfied by the issue of 17,08m new shares in TR Energy, representing 42 per cent of the enlarged share capital.

The assets include interests in Crystal Oil, UK Energy, Amarex, Kirby Exploration, Maynard Oil, London American Energy and American Petroleum Production and are part of TR's policy of expansion

through acquisition or merger. TR proposes that the current value of each of its 25p shares be reduced to 10p following shareholders' approval.

Britannia The merchant bank sponsoring the flotation of Britannia, the property development group, is Brown Shipley, not Hill Samuel as stated yesterday.

ARCHEMIDES Investment Trust: Interim dividend 5.5p (4.6p). Net asset value per capital share at half-year and April 30 1987 460.5p (350.84p). Sales for the year were lower at £35m (£37.14m) but operating profits were up from £1.9m to £2.1m. Tax amounted to £223,000 (£167,000) leaving earnings per share to emerge at 8.2p (1.4p loss) or 3.3p fully diluted (n/a). The company was well up with

Stoddard tops £1.7m and pays a dividend

Stoddard Holdings, the carpet manufacturer, has returned to the dividend list with a payment of 1.3p—the first paid since 1980—following a substantial recovery from £369,000 to £1.71m in pre-tax profits for the year to March 31.

The directors said design and developments continued to be at the forefront of the company's operations, and the company was devoting substantially increased funds to more sophisticated and carefully targeted marketing and promotion. Continued attention was being paid to margins and the use of funds. The company was therefore reasonably optimistic for the current year.

Gearing, shareholders funds and borrowings substantially improved due to the disposal of a subsidiary and to the group's strong profit performance, reducing finance charges by 43 per cent to £465,000 (£817,000).

There was an interest credit of £123,000 (debit £92,000), tax was £2.28m (£1.75m), minorities took £57,000 (£45,000), and the preference dividend payment was unchanged at £50,000.

Robert Horne up 41% to £6.2m

• comment

Robert Horne Group, the paper merchant which moved from the USM to a full listing in July 1986, produced a 41 per cent improvement in interim pre-tax profits to £6.24m after a good performance from all its subsidiaries and announced it was in negotiations to make an acquisition for almost £5m.

Turnover for the six months to March 31 climbed from £52.5m to £72.18m and earnings per share lifted from 8.58p to 12.65p. The interim dividend improved from 1.5p to 2p.

Sir Kenneth Berrill, the new chairman, said that the newly formed adhesive and display products company had started well. Demand for paper was at a good level and the paper company had maintained the performance achieved in the second half of 1986.

"Last year saw weak conditions in the first six months and much improved markets in the second half," he said. "This year with first-half demand having been more buoyant we expect a more even performance over the two half-year trading periods."

Horne was updating its Northampton computer operation and enlarging facilities, he said.

There was an interest credit of £123,000 (debit £92,000), tax was £2.28m (£1.75m), minorities took £57,000 (£45,000), and the preference dividend payment was unchanged at £50,000.

Bassett recovers to record £3.7m

DOUBLED profits before tax and employee profit sharing to a record £3.71m (£1.85m) were announced yesterday by Bassett Foods. The 1985/86 results were, however, 51m down on the previous year mainly due to a six week long strike in the autumn.

Mr Harold Stokes, chairman, said the restructuring of the group which was reported last year had proved to be most encouraging. The relaunch of Liquorice Allsorts by Go Bassett in February 1987 had been well received by the trade and the TV campaign planned for July should further enhance sales of the family brand. ...NO 30...SF 81...

And Bellamy Wilkinson and Bassett Foods International had both in their first year of trading as autonomous units taken advantage of many opportunities during the year and Ernest Jackson has maintained their level of profitability despite significant site development work.

Commenting on overseas operations Mr Stokes said that B. V. De Faam again traded profitably, with the second half proving to be particularly encouraging. In the US Wilkinson-Spitz had contributed to the group profitability and the joint venture in Hong Kong, whilst not yet making a direct contribution to group profits, had provided a growth area for group sales.

Mr Stokes said the confectionery industry continued to be extremely competitive but was confident that the company's growth could be sustained.

The UK companies made the running last year with sales up from £57.03m to £64.66m and trading profits advancing from £2.32m to £4.01m; overseas sales were marginally better at £12.71m (£12.35m) and trading profits improved from £436,000 to £520,000. Interest was £215,000 (£594,000) and share of profit of an associate was £2,000 (£4,000). Allocation to employee profit sharing scheme was £100,000 (nil) and there were same again minority interests of £2,000.

There was an credit of £244,000 for extraordinary items (£443,000 debit) after a tax charge of £722,000 (£381,000) leaving attributable profits of £2.2m (£1.05m) per share of 21.03p (10.94p) per share. The total dividend is raised from 6.82p to 7.34p with a proposed final of 8.20p (3.64p).

INTERIM REPORT

Unaudited Results for the 26 weeks ended 29th March 1987

	26 weeks	26 weeks	52 weeks
	to	to	to
	29.3.87	30.3.86	28.9.86
	5,000	5,000	5,000
Turnover	17,113	15,875	36,947
Trading Profit	26	4	483
Interest Receivable	97	58	249
Profit before Taxation	123	62	732
Taxation	22	20	239
Profit after Taxation	101	42	493
Dividends per share	1.5p	1.5p	4.5p
Earnings per share	0.8p	0.4p	4.2p

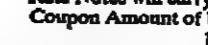
Results again depressed due principally to losses in consolidating. Other activities performed reasonably, with increased volumes.

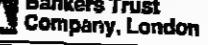
Benefits are now accruing from the major acquisition of Kirby at the half-year end, and improvements in manufacturing efficiency are being achieved. The Board has been re-organized.

Much improved trading performance is expected in the second half, together with the £1.4M Extraordinary Profit from the sale of our Scarborough site. Interim dividend therefore maintained.

Full Interim Report available from Plaxtons (GB) P.L.C., Castle Works, Cayton Low Road, Eastfield, Scarborough YO11 3BY.

PLAXTONS

	CRÉDIT D'ÉQUIPEMENT
	DES PETITES ET MOYENNES ENTREPRISES
	£35,000,000
	11 1/4% Guaranteed Bonds 1995
	(Convertible at holders' option into U.S. Dollar denominated Guaranteed Floating Rate Notes 1995)
	For the period 17th June, 1987 to 17th December, 1987 the Floating Rate Notes will carry an interest rate of 7 1/4% per annum and Coupon Amount of US\$37.62 per US\$1,500 Note payable on 17th December, 1987
	Bankers Trust Company, London
	Agent Bank

	MARINE MIDLAND BANK N.A.
	U.S.\$125,000,000 Floating Rate Subordinated Capital Notes Due 1996
	For the three months 19th June, 1987 to 21st September, 1987 the notes will carry an interest rate of 7 1/4% per annum with a coupon amount of U.S.\$190.94 per U.S.\$10,000 note and U.S.\$954.69 per U.S.\$50,000 note.
	The relevant interest payment date will be 21st September, 1987.
	Listed on the London Stock Exchange
	Agent Bank

...BUT THEN ALL OUR WEEKS ARE BUSY!

Samuel Montagu's corporate finance and capital markets teams, together with Midland's Group Treasury and Greenwell Montagu Gilt-Edged, have completed another week of dedicated service for their clients.

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THE PROPERTY MARKET By PAUL CHEESERIGHT

A move out of the shadows

BREDERO IS a town-centre retail developer with a steady but not overweening interest in house building. This week it acquired a site for a shopping project in Fleet, Hampshire. What followed is a buying excursion into south London for housing land.

The two sets of acquisitions mark the company's movement out of the shade caused by uncertainty over its shareholdings. They set off a new generation of development and should fatten the estimate of an average 20 per cent compound growth in earnings over the next five years.

That expected growth will come roughly in these proportions: half from developments, a quarter from housing and a quarter from properties held for investment. Rent reviews next year and the year after from a shopping centre at Epsom, and the completion of centres in Fleet and Aberdeen will help swell revenue and boost the net asset value, which was 114p at flotation and has reached 126p.

Just as Arlington has been able to ride on the back of changing business demands in its parks, so Bredero is in a good position to profit from concern about inner cities. Efforts to renew town and city centres have led to a shake-

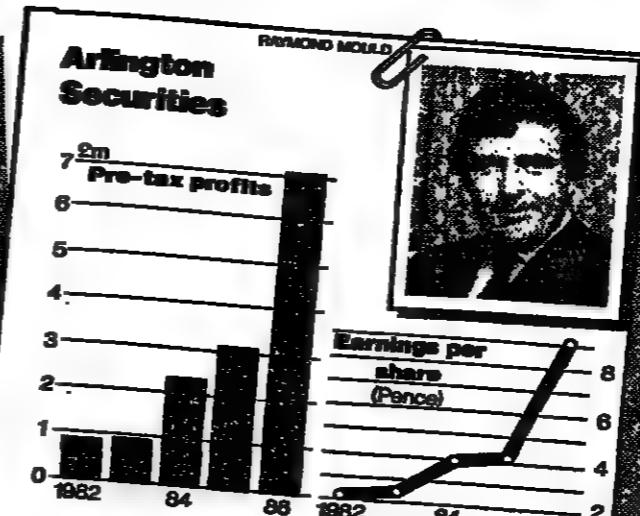
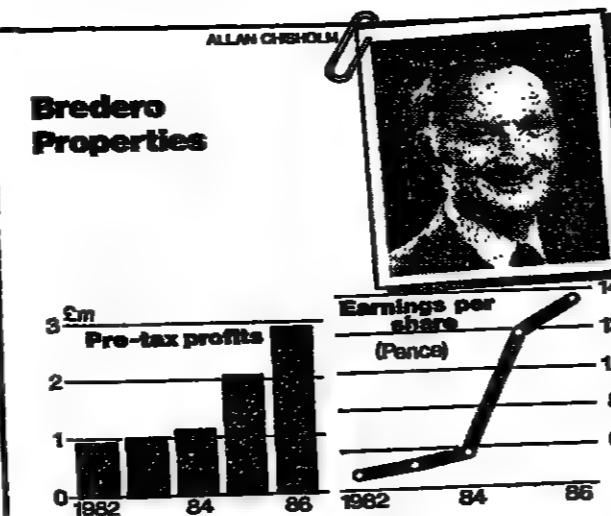
up in the planning process, according to Mr Allan Chisholm, Bredero's managing director. In the past "whatever proposals there were, there were too many problems for it to happen." That is changing. Retailers, he says, are also anxious to develop over the shopping environment.

In this context, Bredero uses its resources to assemble sites and the funding appears on the balance sheet. Then, project by project, it will either seek institutional funding for development or obtain special bank facilities on the balance sheet.

So far Bredero has no special financial relationship with Slough Estates. But, says Mr Chisholm, "the acquisition of our equity by Slough has given us underlying stability in assessing our financial status."

This is helpful for example, in arranging £50m of financing from Citibank for the Aberdeen shopping centre.

Although Slough has two directors on the Bredero board, the concerns operate independently—"we are both in the market, we can feed information to each other." But the possibilities go further than that. Slough with its industrial estates and business parks, Bredero with its in-town development, complement each other.



Chalk and cheese from the class of '86

FOR THE stock market class of summer '86, the last 12 months have seen mixed fortunes.

Arlington Securities graduated to full market status in May 1986 and Bredero Properties the following month.

Arlington has seen its share price shoot up 150 per cent

from the offer price of 11.5p,

while Slough has been 67 per cent from an offer price of 14.5p.

To put that into perspective, the FT Actuaries Property Index has climbed 60 per cent

over the past year.

Initially though, the market had seemed more enamoured of Bredero than Arlington. Bredero was 52 times oversubscribed, Arlington 34 times. But the latter shot off. The other did not.

True, Arlington exceeded its earnings forecasts. But then Bredero met its own comfortably, yet it still ran into trouble.

First the market over-reacted to Bredero's planning difficulties in Hammarby on a project which did not figure in its immediate development plans.

Arlington just wants to carry on developing and trading.

Bredero wished to accumulate assets for retention. Arlington saw its asset base as the land on which it will found its future developments. Bredero wants to keep a growing percentage of its developments for their rental revenue.

But the two come together in Southampton. Bredero is looking with John Lewis, at a store redevelopment. Arlington has an adjoining department store. The two are talking about a joint shopping project.

Advance of the business parks

ARLINGTON's niche in the market is business park development. But it has built up a presence in retail projects with an involvement in plans for the M4 corridor. It recently bought 47 acres near Reading. It has sold developments along the corridor and wants to replace the stock.

With its existing stock of land, it has the scope to provide 11m square feet of space in business parks. This stock will be the basis of its future earnings per share.

"If you buy the stock at the right price, you can continue to deliver the stock to the customer," notes Mr Patrick Vaughan, one of the founding directors of the company, set up in 1976.

This stock is largely in the south, but the recent purchase of the Aztec West park, near Bristol, and the early development of a park in Birmingham—"a star for the early nineties," according to Mr Vaughan—have widened the company's geographical base. And it would like to go north.

"The reason we don't go north is one of value, not of inclination. The institutions are not investing in the north. I think that's a mistake. But if they're not, I can't build except for owner occupation," says Mr Vaughan.

ARLINGTON is on the look-out for more sites, but not ones which would compete with existing stock. So it is avoiding the south coast and looking along the M4 corridor. It recently bought 47 acres near Reading. It has sold developments along the corridor and wants to replace the stock.

When it goes into the land market again, it will be in a strong position. Over the next few days the cash from the rights issue will come in and the surplus left over will be used for Aztec. All its gearing, future borrowing is most likely to be medium-term bank borrowing.

But the style of the company is to undertake its developments in joint ventures or partnerships, which has the effect of spreading the liabilities and getting them on the balance sheet.

The cost to the group of investment in a dozen partnerships, where its equity is never less than 33 per cent, has been £13.9m, but the development cost in the partnerships was £10.8m. In the event of the very worst happening to the partnerships, the borrowings for which Arlington is responsible come to £29.2m.

BIRMINGHAM

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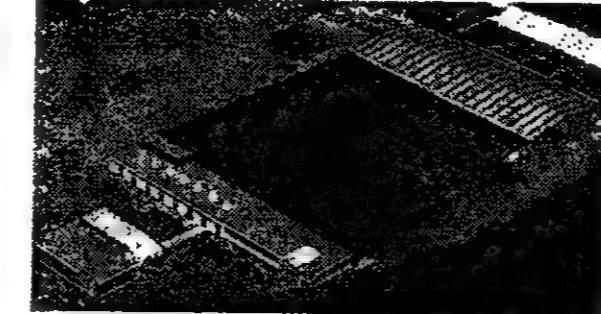
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Company Notices

De Beers Consolidated Mines Limited

Incorporated in the Republic of South Africa

Registration No. 11/0007/06

NOTICE TO HOLDERS OF 40% PREFERENCE SHARE WARRANTS
TO BEARER

PAYMENT OF COUPON NO. 156

With reference to the notice of declaration of dividend, advertised in the Press on 27th May 1987, the following information is published for the holders of 40% preference share warrants.

The dividend of one rand (R1.00) per share was declared in South African currency, and the dividend will be paid in the event of all share warrant holders leaving a net dividend of R1.444 cents per share.

The dividend will be paid on 29th July 1987 against surrender of coupon No. 156 detached from share warrants to bearer.

(a) At the offices of the following continental paying agents:

1. Embassy of South Africa, 24 Grosvenor Gardens, London SW1, 01-580 2222.
2. Banque Internationale Luxembourg S.A., Boulevard Royal, Luxembourg, Luxembourg, 02-22 22 22.

3. Banque de Bâle, Avenue du Parc, 1000 Bâle, 061-22 22 22.

4. Swiss Bank Corporation, 1 An der Wasserburg, 8021 Zürich, 01-22 22 22.

Payments in respect of coupons issued at the offices of a continental paying agent will be made by the continental paying agent to an authorised dealer in the Republic of South Africa nominated by the continental paying agent concerned.

5. The London branch of P.R. Samuel & Co. Limited, 48 Beach Street, EC2R 5LN. United persons despatching coupons at such address will be paid in United Kingdom currency.

6. The United Kingdom currency equivalent of the rate of exchange on 29th July 1987, at the prevailing rate of exchange on the day the proceeds are remitted, through the London branch of P.R. Samuel & Co. Limited.

Coupons will be paid in United Kingdom currency, for amounts not exceeding £100.00, and may be presented any weekday, Saturday excepted, between the hours of 10.00 a.m. and 3.00 p.m.

United Kingdom tax will be deducted from payments to any person in the United Kingdom in respect of coupons despatched at the London branch of P.R. Samuel & Co. Limited, and will be accompanied by Inland Revenue non-residence declaration forms. Where such a declaration is made, the net amount of the dividend will be paid in United Kingdom currency.

Amount of dividend declared: Rands. South African nominal value: Shareholders at 6.556% 6.556

Less: U.K. Income tax at 20.644% of the sum of 100 cents 83.444

20.444

73.000

For and on behalf of SOUTH AFRICA LIMITED
London Office: 40 Holborn Viaduct, EC1N 7AJ, 01-22 22 22.

19th June 1987.

NOTE: The Company has been requested by the Commissioners of Inland Revenue to state that under the double tax agreement between the United Kingdom and the Republic of South Africa, the South African non-resident shareholder tax payable in respect of the dividend will be 20.444% instead of 27.6%.

The deduction of tax at the reduced rate of 27.6% represents an allowance of credit at the rate of 6.556%.

South African currency
Coupon value: 100.000

Amount of dividend declared: Rands. South African nominal value: Shareholders at 6.556% 6.556

Less: U.K. Income tax at 20.644% of the sum of 100 cents 83.444

20.444

73.000

For and on behalf of ANGLO AMERICAN CORPORATION OF SOUTH AFRICA LIMITED
London Office: 40 Holborn Viaduct, EC1N 7AJ, 01-22 22 22.

19th June 1987.

NOTE: The Company has been requested by the Commissioners of Inland Revenue to state that under the double tax agreement between the United Kingdom and the Republic of South Africa, the South African non-resident shareholder tax payable in respect of the dividend will be 20.444% instead of 27.6%.

The deduction of tax at the reduced rate of 27.6% represents an allowance of credit at the rate of 6.556%.

South African currency
Coupon value: 100.000

Amount of dividend declared: Rands. South African nominal value: Shareholders at 6.556% 6.556

Less: U.K. Income tax at 20.644% of the sum of 100 cents 83.444

20.444

73.000

For and on behalf of De Beers Consolidated Mines Limited
London Office: 40 Holborn Viaduct, EC1N 7AJ, 01-22 22 22.

19th June 1987.

NOTE: The Company has been requested by the Commissioners of Inland Revenue to state that under the double tax agreement between the United Kingdom and the Republic of South Africa, the South African non-resident shareholder tax payable in respect of the dividend will be 20.444% instead of 27.6%.

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South African currency
Coupon value: 100.000

Amount of dividend declared: Rands. South African nominal value: Shareholders at 6.556% 6.556

Less: U.K. Income tax at 20.644% of the sum of 100 cents 83.444

20.444

73.000

For and on behalf of MORGAN GUARANTY TRUST COMPANY OF NEW YORK
London Office: 40 Holborn Viaduct, EC1N 7AJ, 01-22 22 22.

19th June 1987.

NOTE: The Company has been requested by the Commissioners of Inland Revenue to state that under the double tax agreement between the United Kingdom and the Republic of South Africa, the South African non-resident shareholder tax payable in respect of the dividend will be 20.444% instead of 27.6%.

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Coupon value: 100.000

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Less: U.K. Income tax at 20.644% of the sum of 100 cents 83.444

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COMMODITIES AND AGRICULTURE

EC may impose grain price cuts

By TIM DICKSON IN BRUSSELS

THE European Commission was yesterday threatening to implement contingency plans—including possible cereals price cuts—if the EC Agriculture Ministers fail to agree a package of CAP reforms by the beginning of next month.

That prospect looked increasingly likely after the key farm talks in Luxembourg collapsed yesterday morning with still sharp differences between member states on a wide range of issues.

The Commission not only failed in its last ditch attempt to force through the controversial oils and fats tax but Mr Ignaz Kiechle, the West German Farm Minister, indicated that he would veto the plans for future reform of the green currency system and the proposals for price cuts and

an overhaul in the cereals regime.

The possibility of another EC Farm Council next week, or a meeting of Agriculture Ministers to be held concurrently with the EC Summit in 10 days' time, still remains open. But Mr Andreassen, the EC Agriculture Commissioner, emphasised last night that "the Commission would certainly accept its responsibility and take the necessary measures not only to ensure the temporary management of the markets but in the context of the Community's financial health."

The most pressing deadline is July 1, the start of the new cereals marketing year which could be extended with the agreement of the European Parliament. More likely is the taking of provisional measures,

which the Commission is allowed to do in a so-called "case of a legal void" and which it did most recently in 1985 when West Germany blocked the proposed cuts in cereal prices. A number of options appear possible in relation to the "intervention" period, the payment of monthly increments, and above all the guaranteed prices paid by the Community.

Coceral, the cereals trade lobby group, which has just assumed a study of the options, is assuming that intervention from October to April and monthly increments of Ecu 2.45 per tonne could not be changed.

For price reductions it believes there are several possibilities. The Commission could, says Coceral, implement the

modest nominal price reductions in their first package or make a 7 per cent cut along the lines of the Belgian Presidency's compromise "paper" (which was subsequently adopted in the Commission's own formal compromise this week).

As for the agri-monetary sector, Coceral believes there is no possibility for the Commission to proceed with its own ideas. It would have to retain the monetary compensatory amounts (MCAs) at their previous level with the possibility that when a realignment of currencies occurred new positive MCAs would be created, or farm prices in national currencies would remain unchanged.

The Commission is expected to give guidance on the way it is thinking in the next few days.

Coffee crop forecast to rise by 27%

By Nancy Dunnin in Washington

BRAZILIAN COFFEE production has bounced back from a 1985 drought and may push world output to its highest level since 1981-1982.

The US Department of Agriculture, in its first world coffee production forecast of this year, estimated production for 1987-88 at 97.8m 60-kilogram bags, up 27 per cent from last year's crop. Virtually the entire projected increase was attributed to South American production, forecast at 50.5m bags, up 20.7m from last year.

Brazil, the world's largest producer, is expected to harvest a crop of 35m bags, more than 2.5 times the drought-reduced 13.9m bag crop of 1986-87.

Mr Jack Rooney, a senior commodity analyst at USDA, said yesterday that the seeds Brazil's "terrible recovery" grew out of the 1984 drought. Higher prices in early 1986 allowed growers to make capital improvements and to plant new trees, setting the stage for this year's bumper crop and future surpluses.

In Colombia, coffee production in 1987-88 is forecast at 10.5m bags, down 3 per cent from last year's crop. Output will be down as well in Ecuador, where production is forecast at 1.95m bags, 14.7 per cent less than last year.

The forecast of 15.7m bags for North and Central America and the Caribbean region is 2 per cent below last year.

Mexico, the largest grower in the region, is set to produce a record 4.85m bag crop, up 5 per cent from last year. Coffee incentive programmes—offering free nursery stock, loans of special chemical applicators and discounts on fertiliser—have boosted Mexican output.

European coffee traders and roasters may propose a new formula for calculating International Coffee Organisation quotas at the end of their meeting in Amsterdam this week reports Reuter.

They said it would give Brazil, the world's biggest coffee producer, unchanged ICO quotas for the next two years and could be a basis for renegotiation.

LME trading beats Comex

By Richard Mooney

DETAILED RECORDINGS of trades following the adoption of a central clearing system at the beginning of this month, has provided the London Metal Exchange with firm evidence of its long-claimed pre-eminence in the world metal market.

During the first two weeks of June it traded 36,602 copper contracts, amounting to more than 2.16m tonnes. Over the same period the New York Commodity Exchange (Comex), its arch rival, managed only 1.41m tonnes.

The LME's dominance was even clearer in the case of aluminium, its figure of 1.85m tonnes comparing with only 0.930 tonnes on Comex.

Silver 'reasserts itself'

By DAVID BLACKWELL

SILVER has reasserted itself as a precious metal in the past three months, according to a report by Shearson Lehman.

Ms Rhona O'Connell of Shearson said yesterday that the catalyst which has "booted silver firmly back into the precious metals sector" has been the success of silver coins, issued on the back of gold coins, particularly in the US and Japan.

Until recently silver, which is 70 per cent used by industry, had been increasingly seen as an industrial metal, with its price determined by usage, as in the case of base metals, she said.

The report—Annual Review of the World Silver Industry 1987—argues that given an excess of supply over demand, coupled with low production costs and high stocks, silver

prices should not really be sustainable over \$8 an ounce. In the first half of this year, however, it held for a good while above \$8 an ounce after a first quarter average of \$5.35.

The report expects the price to hover around and below \$8 an ounce for much of this summer before rising in the autumn. Any rallies will be "swift of the order of 100 per cent, and aborted, followed by a longer, shallower downward drift."

The precious metals sector as a whole is expected to be stronger next year, with silver, although particularly characterised by its volatility, showing an average price of \$8 an ounce.

Shearson and other parties to the case have obtained copies of ITC documents which they wish to include as evidence.

Professor Rosalyn Higgins, QC, for the ITC, told Mr Justice Webster that there were three legal bases for the non-disclosure claim: inviolability, arising from the ITC's status as an international organisation created by treaty, and the English law bases of confidentiality and public interest immunity. It would not be in the public interest for the documents to be made public.

The ITC argued that neither its documents nor copies of them nor experts' reports derived from them were admissible as evidence without the ITC's consent. The hearing continues today.

THE INTERNATIONAL Tin Council, backed by the UK Government, argued in the High Court yesterday that its internal documents could not be used as evidence in the latest round of the tin crisis litigation.

The ITC claimed that, under both English and international law, its documents and any information derived from them, were inviolable and protected from disclosure in court proceedings. Among the documents covered by the claim was a report by Past Marwick Mitchell, the City chartered accountant, on the financial state of the ITC.

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WORLD MARKETS

FT-ACTUARIES WORLD INDICES

Jointly compiled by the Financial Times, Goldman, Sachs & Co., and Wood Mackenzie & Co. Ltd., in conjunction with the Institute of Actuaries and the Faculty of Actuaries

NATIONAL AND REGIONAL MARKETS

Figures in parentheses show number of stocks per grouping

	THURSDAY JUNE 18 1987				WEDNESDAY JUNE 17 1987				DOLLAR INDEX		
	US Dollar Index	Day's Change %	Pound Sterling Index	Local Currency Index	US Dollar Index	Pound Sterling Index	Local Currency Index	1987 High	1987 Low	Year ago (approx)	
Australia (94)	126.68	+0.0	124.35	125.77	136.69	124.06	140.95	99.92	88.91	88.91	
Austria (64)	66.29	-0.1	76.51	81.76	86.34	76.36	81.76	101.62	85.94	84.60	
Belgium (47)	117.16	-0.2	106.60	109.51	117.36	106.51	129.62	96.19	77.62	77.62	
Canada (127)	126.59	+0.1	115.18	122.97	126.48	114.79	122.77	136.17	100.00	97.87	
Denmark (39)	120.74	+0.5	109.86	112.62	120.16	109.06	112.26	124.10	98.18	92.48	
France (122)	106.49	-2.0	96.89	101.73	108.63	98.59	103.84	121.22	98.39	78.59	
West Germany (90)	93.01	+0.2	84.62	88.20	2.11	92.81	100.33	84.00	83.82	83.82	
Hong Kong (45)	119.87	-0.1	105.15	120.13	118.40	107.51	120.13	104.54	97.51	78.76	
Ireland (14)	129.45	+0.5	116.15	122.69	128.00	117.26	120.05	131.86	99.50	84.42	
Italy (76)	155.94	-0.9	141.88	142.34	157.32	142.79	143.85	161.28	100.00	78.71	
Japan (56)	170.47	+0.5	155.10	165.10	169.55	153.88	164.34	172.55	98.24	82.76	
Malaysia (36)	256.95	+2.2	233.78	369.65	0.60	251.35	228.13	260.28	256.95	99.33	
Mexico (14)	118.85	-0.4	108.14	111.48	116.36	108.34	112.01	120.14	99.65	88.75	
Netherlands (38)	102.20	+0.5	91.16	98.36	3.05	99.69	89.12	100.59	83.93	68.72	
New Zealand (27)	138.97	-0.2	126.44	128.52	139	137.27	128.40	137.70	100.74	78.71	
Singapore (27)	142.59	+0.2	135.75	136.75	144.44	135.57	144.47	144.47	99.29	82.48	
South Africa (61)	114.42	+0.0	104.11	109.61	114.38	104.19	112.29	116.74	100.00	79.22	
Spain (43)	115.39	-0.4	104.98	108.55	2.12	115.79	105.09	108.76	124.68	90.85	
Sweden (33)	95.41	+0.1	86.61	89.64	95.34	86.53	89.73	104.06	92.01	83.03	
United Kingdom (335)	149.74	-1.1	136.24	136.24	3.14	151.46	137.47	151.46	99.65	86.71	
USA (593)	125.17	+0.3	118.88	121.17	2.90	124.85	113.32	125.17	100.00	102.05	
The World Index (2410)	134.46	-0.4	122.34	128.06	1.97	134.97	122.50	128.55	134.97	100.00	90.56

Best values: Dec 31, 1986 = 100

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Latest prices unavailable for the edition.

Prices for Denmark and Austria were not available for June 16.

EUROPEAN OPTIONS EXCHANGE

Series	Aug 87		Nov 87		Feb 88		Stocks
	Vol.	Last	Vol.	Last	Vol.	Last	
GOLD C	58	14	51	26.50	1	21	545.70
GOLD C	5200	4.03	500	5.00	500	5.00	"
GOLD C	5220	4.03	500	5.00	500	5.00	"
GOLD C	5240	4.03	500	5.00	500	5.00	"
GOLD C	5260	4.03	500	5.00	500	5.00	"
GOLD C	5280	4.03	500	5.00	500	5.00	"
GOLD C	5300	4.03	500	5.00	500	5.00	"
SILVER C	950	15	110	15	15	170	5755
SILVER C	5700	5	2	1	1	1	500
SILVER C	5720	5	2	1	1	1	500
SILVER C	5740	5	2	1	1	1	500
SILVER C	5760	5	2	1	1	1	500
SILVER C	5780	5	2	1	1	1	500
SILVER C	5800	5	2	1	1	1	500
SILVER C	5820	5	2	1	1	1	500
SILVER C	5840	5	2	1	1	1	500
SILVER C	5860	5	2	1	1	1	500
SILVER C	5880	5	2	1	1	1	500
SILVER C	5900	5	2	1	1	1	500
SILVER C	5920	5	2	1	1	1	500
SILVER C	5940	5	2	1	1	1	500
SILVER C	5960	5	2	1	1	1	500
SILVER C	5980	5	2	1	1	1	500
SILVER C	6000	5	2	1	1	1	500
SILVER C	6020	5	2	1	1	1	500
SILVER C	6040	5	2	1	1	1	500
SILVER C	6060	5	2	1	1	1	500
SILVER C	6080	5	2	1	1	1	500
SILVER C	6100	5	2	1	1	1	500
SILVER C	6120	5	2	1	1	1	500
SILVER C	6140	5	2	1	1	1	500
SILVER C	6160	5	2	1	1	1	500
SILVER C	6180	5	2	1	1	1	500
SILVER C	6200	5	2	1	1	1	500
SILVER C	6220	5	2	1	1	1	500
SILVER C	6240	5	2	1	1	1	500
SILVER C	6260	5	2	1	1	1	500
SILVER C	6280	5	2	1	1	1	500
SILVER C	6300	5	2	1	1	1	500
SILVER C	6320	5	2	1	1	1	500
SILVER C	6340	5	2	1	1	1	500
SILVER C	6360	5	2	1	1	1	500
SILVER C	6380	5	2	1	1	1	500
SILVER C	6400	5	2	1	1	1	500
SILVER C	6420	5	2	1	1	1	500
SILVER C	6440	5	2	1	1	1	500
SILVER C	6460	5	2	1	1	1	500
SILVER C	6480	5	2	1	1	1	500
SILVER C	6500	5	2	1	1	1	500
SILVER C	6520	5	2	1	1	1	500
SILVER C	6540	5	2	1	1	1	500
SILVER C	6560	5	2	1	1	1	500
SILVER C	6580	5	2	1	1	1	500
SILVER C	6600	5	2	1	1	1	500
SILVER C	6620	5	2	1	1	1	500
SILVER C	6640	5	2	1	1	1	500
SILVER C	6660	5	2	1	1	1	500
SILVER C	6680	5	2	1	1	1	500
SILVER C	6700	5	2	1	1</		

UNIT TRUST INFORMATION SERVICE

FT UNIT TRUST INFORMATION SERVICE

Manufacturers Life Insurance - Contd.

Perpetual Fund Prices
Assured Fund Prices
Div. Accr. 380.3
Property Ins.
Div. Accr. 242.2
Equity Ins.
Div. Accr. 428.4
Life & Death Ins.
Div. Accr. 287.8
General Ins.
Div. Accr. 132.3
Industrial Ins.
Div. Accr. 337.7
Div. Accr. 34.1

Div. Accr. 1.6

LONDON SHARE SERVICE

AMERICANS—Continued

1987	Low	Stock	Price	Yield	Div	Cw	Wk	Yld	PE
201	Low	Stock	280	1.5	1.00	222	222	1.5	10.0
202	224	Surf City	95	1.5	1.00	171	88	1.5	10.0
203	225	Surf City	95	1.5	1.00	171	88	1.5	10.0
204	226	Surf City	95	1.5	1.00	171	88	1.5	10.0
205	227	Surf City	95	1.5	1.00	171	88	1.5	10.0
206	228	Surf City	95	1.5	1.00	171	88	1.5	10.0
207	229	Surf City	95	1.5	1.00	171	88	1.5	10.0
208	230	Surf City	95	1.5	1.00	171	88	1.5	10.0
209	231	Surf City	95	1.5	1.00	171	88	1.5	10.0
210	232	Surf City	95	1.5	1.00	171	88	1.5	10.0
211	233	Surf City	95	1.5	1.00	171	88	1.5	10.0
212	234	Surf City	95	1.5	1.00	171	88	1.5	10.0
213	235	Surf City	95	1.5	1.00	171	88	1.5	10.0
214	236	Surf City	95	1.5	1.00	171	88	1.5	10.0
215	237	Surf City	95	1.5	1.00	171	88	1.5	10.0
216	238	Surf City	95	1.5	1.00	171	88	1.5	10.0
217	239	Surf City	95	1.5	1.00	171	88	1.5	10.0
218	240	Surf City	95	1.5	1.00	171	88	1.5	10.0
219	241	Surf City	95	1.5	1.00	171	88	1.5	10.0
220	242	Surf City	95	1.5	1.00	171	88	1.5	10.0
221	243	Surf City	95	1.5	1.00	171	88	1.5	10.0
222	244	Surf City	95	1.5	1.00	171	88	1.5	10.0
223	245	Surf City	95	1.5	1.00	171	88	1.5	10.0
224	246	Surf City	95	1.5	1.00	171	88	1.5	10.0
225	247	Surf City	95	1.5	1.00	171	88	1.5	10.0
226	248	Surf City	95	1.5	1.00	171	88	1.5	10.0
227	249	Surf City	95	1.5	1.00	171	88	1.5	10.0
228	250	Surf City	95	1.5	1.00	171	88	1.5	10.0
229	251	Surf City	95	1.5	1.00	171	88	1.5	10.0
230	252	Surf City	95	1.5	1.00	171	88	1.5	10.0
231	253	Surf City	95	1.5	1.00	171	88	1.5	10.0
232	254	Surf City	95	1.5	1.00	171	88	1.5	10.0
233	255	Surf City	95	1.5	1.00	171	88	1.5	10.0
234	256	Surf City	95	1.5	1.00	171	88	1.5	10.0
235	257	Surf City	95	1.5	1.00	171	88	1.5	10.0
236	258	Surf City	95	1.5	1.00	171	88	1.5	10.0
237	259	Surf City	95	1.5	1.00	171	88	1.5	10.0
238	260	Surf City	95	1.5	1.00	171	88	1.5	10.0
239	261	Surf City	95	1.5	1.00	171	88	1.5	10.0
240	262	Surf City	95	1.5	1.00	171	88	1.5	10.0
241	263	Surf City	95	1.5	1.00	171	88	1.5	10.0
242	264	Surf City	95	1.5	1.00	171	88	1.5	10.0
243	265	Surf City	95	1.5	1.00	171	88	1.5	10.0
244	266	Surf City	95	1.5	1.00	171	88	1.5	10.0
245	267	Surf City	95	1.5	1.00	171	88	1.5	10.0
246	268	Surf City	95	1.5	1.00	171	88	1.5	10.0
247	269	Surf City	95	1.5	1.00	171	88	1.5	10.0
248	270	Surf City	95	1.5	1.00	171	88	1.5	10.0
249	271	Surf City	95	1.5	1.00	171	88	1.5	10.0
250	272	Surf City	95	1.5	1.00	171	88	1.5	10.0
251	273	Surf City	95	1.5	1.00	171	88	1.5	10.0
252	274	Surf City	95	1.5	1.00	171	88	1.5	10.0
253	275	Surf City	95	1.5	1.00	171	88	1.5	10.0
254	276	Surf City	95	1.5	1.00	171	88	1.5	10.0
255	277	Surf City	95	1.5	1.00	171	88	1.5	10.0
256	278	Surf City	95	1.5	1.00	171	88	1.5	10.0
257	279	Surf City	95	1.5	1.00	171	88	1.5	10.0
258	280	Surf City	95	1.5	1.00	171	88	1.5	10.0
259	281	Surf City	95	1.5	1.00	171	88	1.5	10.0
260	282	Surf City	95	1.5	1.00	171	88	1.5	10.0
261	283	Surf City	95	1.5	1.00	171	88	1.5	10.0
262	284	Surf City	95	1.5	1.00	171	88	1.5	10.0
263	285	Surf City	95	1.5	1.00	171	88	1.5	10.0
264	286	Surf City	95	1.5	1.00	171	88	1.5	10.0
265	287	Surf City	95	1.5	1.00	171	88	1.5	10.0
266	288	Surf City	95	1.5	1.00	171	88	1.5	10.0
267	289	Surf City	95	1.5	1.00	171	88	1.5	10.0
268	290	Surf City	95	1.5	1.00	171	88	1.5	10.0
269	291	Surf City	95	1.5	1.00	171	88	1.5	10.0
270	292	Surf City	95	1.5	1.00	171	88	1.5	10.0
271	293	Surf City	95	1.5	1.00	171	88	1.5	10.0
272	294	Surf City	95	1.5	1.00	171	88	1.5	10.0
273	295	Surf City	95	1.5	1.00	171	88	1.5	10.0
274	296	Surf City	95	1.5	1.00	171	88	1.5	10.0
275	297	Surf City	95	1.5	1.00	171	88	1.5	10.0
276	298	Surf City	95	1.5	1.00	171	88	1.5	10.0
277	299	Surf City	95	1.5	1.00	171	88	1.5	10.0
278	300	Surf City	95	1.5	1.00	171	88	1.5	10.0
279	301	Surf City	95	1.5	1.00	171	88	1.5	10.0
280	302	Surf City	95	1.5	1.00	171	88	1.5	10.0
281	303	Surf City	95	1.5	1.00	171	88	1.5	10.0
282	304	Surf City	95	1.5	1.00	171	88	1.5	10.0
283	305	Surf City	95	1.5	1.00	171	88	1.5	10.0
284	306	Surf City	95	1.5	1.00	171	88	1.5	10.0
285	307	Surf City	95	1.5	1.00	171	88	1.5	10.0
286	308	Surf City	95	1.5	1.00	171	88	1.5	10.0
287	309	Surf City	95	1.5	1.00	171	88		

LONDON STOCK EXCHANGE

Account Dealing Dates
Open
First Declara- Last Account
Deals Dealing Day

Jun 1 Jun 11 Jun 12 Jun 22
Jun 15 Jun 25 July 6
Jun 29 July 9 July 10 July 20
* New time dealings may take place
from 9.00 am two business days earlier.

The reluctance of foreign investors to return to the London trading arena finally undermined the UK securities markets yesterday. US selling of Glaxo in New York overnight touched off a selling bout in equities which drove the FT-SE index down by 45 points at the day's weakest levels. However, losses were substantially reduced towards the end of the session.

The setback was fuelled by a poor reception in the stock market for the profits statement from British Telecom which fell sharply in hefty turnover. British Gas was helped by the disclosure that Japanese funds have not yet sold since the flotation, also climbing in substantially higher turnover.

This week's downgrading of City estimates of profits at British Aerospace pushed the shares down again, and British Airways and Rolls-Royce were also out of favour. The blue chips rallied before the close, and the FT-SE's FT-100 was up by 27.2 for a final quarter of 2,262.4. Also under pressure was the FT Ordinary, which quickly abandoned its 1,800 plus territory, closing 18.8 lower at 1,783.1.

Glaxo took heavy punishment, tumbling more than 80p at one time on turnover four times that of recent sessions. The shares opened lower after the \$1 fall in New York, which reflected reports of questions raised over ulcer treatment in the US medical press.

But outside these major blue chips the picture was less gloomy. Across the market as a whole, turnover was down, and many second line stocks held firm. There was little sign of any forced selling, and one leading trading house commented, "We haven't participated in the sell-off."

At the close, traders expressed confidence that the day had been no more than a not-unexpected shakeout in a market disappointed by the lack of buyers and concerned over the substantial rights issue calls outstanding.

"A loss of another 150 points would be a healthy correction in this market," said one of the bolder spirits. Although bank shares were mostly easier, the latest cuts in mortgage rates helped second line housebuilding stocks.

The moves in lower lending rates were no help to Government bonds, which reversed early gains to fall sharply in the wake of the latest UK money supply and sterling banking lending statistics. By the end of the day losses ranged to a full point at the long end.

Sales of gilt continued to come from inside the market, as traders backed off in the face of an uninspiring performance by

Heavy fall in Glaxo features shakeout in blue chips and Gilt-edged also weaken

the pound. Foreign buyers were again noticeable by their absence.

Kwik Save leapt to 445p before settling 36 to the good on balance at 425p—making an advance of 79 for this week—as Dairy Farm International launched a tender offer of 450p per share in an attempt to hoist its stake in the discount food retailer to 25 per cent.

Dairy Farm, domiciled in Hong Kong with sizeable retailing operations in Australia, already holds a 34.7 per cent stake in Kwik Save.

Interest in the major clearers was at a relatively low level. Lloyds closed a stale firmer at 303p, but Barclays lost 13 at 380p, while Natwest, which has followed National's lead and cut mortgage rates for new borrowers, shed 8 to 743p. Midland remained on offer at 613p, down 3. TSB met with profit-taking and shed 3 to 39p.

Publicity given to a broker's recommendation failed to sustain the favourite Commercial Union which fell back on profit-taking to close 11 down at 354p. Elsewhere in the insurance sector, Pearl firmed 8 to 422p on vague takeover hopes while Britannic again fell 11% to 111p in a thin market. Hogg Robinsons continued to trade like Lloyd's brokers and rose 5 more to 555p.

Concern over possible increases in UK excise duty again depressed selected stocks in the drinks sector. Tullamore firmed 8 to 422p on the day, while Scotch and Burts 10 down to 414p. Scottish owners behaved in a similar fashion. Profit-taking left recent speculative favourite Amber Day 3 cheaper at 51p, while Bentalls, 185p and Belton Textile 40p gave ground for the same reason.

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Resisting the trend, Engineers recorded several bright spots. Ransomes Sims, reflecting news that F. H. Tomkins had increased its stake in the company to just over 6 per cent, advanced 13 to 553p. Further consideration of the Lamson Engineering acquisition left Frederick Cooper up 10 more at 181p, while the good annual results and proposed share split of 15 to 22p in 1986 had 10 to 22p. Elsewhere, London International closed 3 higher at 323p.

Unsettled by the setback in Glaxo, pharmaceutical shares gave ground. Beecham were particularly vulnerable to selling after the recent show of strength mainly on prospects for the company's drug Enimine and fell 10 in a volume of some 24m shares to close sharply lower on the day with a fall of 10 at 303p. Elsewhere in the Electricals, Thorne EMU contrasted with a rise of 19 to 762p following the proposed £1.25 billion EMU merger to Thomson Grand Public, the French consumer electronics company, for approximately 900m. Oxford Instruments met with renewed offerings following comment on the preliminary figures and weakened 40 further to 349p.

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NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

THE BOSTONIAN

NYSE COMPOSITE CLOSING PRICES

Continued from Page 46

12 Month	High	Low	Stock	Div.	Yld.	E	100s High	100s Low	Close Prev	12 Month	High	Low	Stock	Div.	Yld.	E	100s High	100s Low	Close Prev
1 Prim. .076	5.1	4.5	15				162	105	162	1 Prim. .076	5.1	4.5	15				162	105	162
2 Pfe. 1.50	2.6	2.1	322.7	20	60%		50	45	50	2 Prim. .076	5.1	4.5	15				162	105	162
3 Pfe. 1.50	2.6	2.1	322.7	20	60%		50	45	50	3 Prim. .076	5.1	4.5	15				162	105	162
4 Pfe. 1.50	2.6	2.1	322.7	20	60%		50	45	50	4 Prim. .076	5.1	4.5	15				162	105	162
5 Pfe. 1.50	2.6	2.1	322.7	20	60%		50	45	50	5 Prim. .076	5.1	4.5	15				162	105	162
6 Pfe. 1.50	2.6	2.1	322.7	20	60%		50	45	50	6 Prim. .076	5.1	4.5	15				162	105	162
7 Pfe. 1.50	2.6	2.1	322.7	20	60%		50	45	50	7 Prim. .076	5.1	4.5	15				162	105	162
8 Pfe. 1.50	2.6	2.1	322.7	20	60%		50	45	50	8 Prim. .076	5.1	4.5	15				162	105	162
9 Pfe. 1.50	2.6	2.1	322.7	20	60%		50	45	50	9 Prim. .076	5.1	4.5	15				162	105	162
10 Pfe. 1.50	2.6	2.1	322.7	20	60%		50	45	50	10 Prim. .076	5.1	4.5	15				162	105	162
11 Pfe. 1.50	2.6	2.1	322.7	20	60%		50	45	50	11 Prim. .076	5.1	4.5	15				162	105	162
12 Pfe. 1.50	2.6	2.1	322.7	20	60%		50	45	50	12 Prim. .076	5.1	4.5	15				162	105	162
13 Pfe. 1.50	2.6	2.1	322.7	20	60%		50	45	50	13 Prim. .076	5.1	4.5	15				162	105	162
14 Pfe. 1.50	2.6	2.1	322.7	20	60%		50	45	50	14 Prim. .076	5.1	4.5	15				162	105	162
15 Pfe. 1.50	2.6	2.1	322.7	20	60%		50	45	50	15 Prim. .076	5.1	4.5	15				162	105	162
16 Pfe. 1.50	2.6	2.1	322.7	20	60%		50	45	50	16 Prim. .076	5.1	4.5	15				162	105	162
17 Pfe. 1.50	2.6	2.1	322.7	20	60%		50	45	50	17 Prim. .076	5.1	4.5	15				162	105	162
18 Pfe. 1.50	2.6	2.1	322.7	20	60%		50	45	50	19 Prim. .076	5.1	4.5	15				162	105	162
20 Pfe. 1.50	2.6	2.1	322.7	20	60%		50	45	50	21 Prim. .076	5.1	4.5	15				162	105	162
21 Pfe. 1.50	2.6	2.1	322.7	20	60%		50	45	50	22 Prim. .076	5.1	4.5	15				162	105	162
22 Pfe. 1.50	2.6	2.1	322.7	20	60%		50	45	50	23 Prim. .076	5.1	4.5	15				162	105	162
23 Pfe. 1.50	2.6	2.1	322.7	20	60%		50	45	50	24 Prim. .076	5.1	4.5	15				162	105	162
24 Pfe. 1.50	2.6	2.1	322.7	20	60%		50	45	50	25 Prim. .076	5.1	4.5	15				162	105	162
25 Pfe. 1.50	2.6	2.1	322.7	20	60%		50	45	50	26 Prim. .076	5.1	4.5	15				162	105	162
26 Pfe. 1.50	2.6	2.1	322.7	20	60%		50	45	50	27 Prim. .076	5.1	4.5	15				162	105	162
27 Pfe. 1.50	2.6	2.1	322.7	20	60%		50	45	50	28 Prim. .076	5.1	4.5	15				162	105	162
28 Pfe. 1.50	2.6	2.1	322.7	20	60%		50	45	50	29 Prim. .076	5.1	4.5	15				162	105	162
30 Pfe. 1.50	2.6	2.1	322.7	20	60%		50	45	50	31 Prim. .076	5.1	4.5	15				162	105	162
31 Pfe. 1.50	2.6	2.1	322.7	20	60%		50	45	50	32 Prim. .076	5.1	4.5	15				162	105	162
32 Pfe. 1.50	2.6	2.1	322.7	20	60%		50	45	50	33 Prim. .076	5.1	4.5	15				162	105	162
33 Pfe. 1.50	2.6	2.1	322.7	20	60%		50	45	50	34 Prim. .076	5.1	4.5	15				162	105	162
34 Pfe. 1.50	2.6	2.1	322.7	20	60%		50	45	50	35 Prim. .076	5.1	4.5	15				162	105	162
35 Pfe. 1.50	2.6	2.1	322.7	20	60%		50	45	50	36 Prim. .076	5.1	4.5	15				162	105	162
36 Pfe. 1.50	2.6	2.1	322.7	20	60%		50	45	50	37 Prim. .076	5.1	4.5	15				162	105	162
37 Pfe. 1.50	2.6	2.1	322.7	20	60%		50	45	50	38 Prim. .076	5.1	4.5	15				162	105	162
38 Pfe. 1.50	2.6	2.1	322.7	20	60%		50	45	50	39 Prim. .076	5.1	4.5	15				162	105	162
39 Pfe. 1.50	2.6	2.1	322.7	20	60%		50	45	50	40 Prim. .076	5.1	4.5	15				162	105	162
40 Pfe. 1.50	2.6	2.1	322.7	20	60%		50	45	50	41 Prim. .076	5.1	4.5	15				162	105	162
41 Pfe. 1.50	2.6	2.1	322.7	20	60%		50	45	50	42 Prim. .076	5.1	4.5	15				162	105	162
42 Pfe. 1.50	2.6	2.1	322.7	20	60%		50	45	50	43 Prim. .076	5.1	4.5	15				162	105	162
43 Pfe. 1.50	2.6	2.1	322.7	20	60%		50	45	50	44 Prim. .076	5.1	4.5	15				162	105	162
44 Pfe. 1.50	2.6	2.1	322.7	20	60%		50	45	50	45 Prim. .076	5.1	4.5	15				162	105	162
45 Pfe. 1.50	2.6	2.1	322.7	20	60%		50	45	50	46 Prim. .076	5.1	4.5	15				162	105	162
47 Pfe. 1.50	2.6	2.1	322.7	20	60%		50	45	50	48 Prim. .076	5.1	4.5	15				162	105	162
48 Pfe. 1.50	2.6	2.1	322.7	20	60%		50	45	50	49 Prim. .076	5.1	4.5	15				162	105	162
49 Pfe. 1.50	2.6	2.1	322.7	20	60%		50	45	50	50 Prim. .076	5.1	4.5	15						

SECTION III

FINANCIAL TIMES SURVEY



The country's economic prospects are looking more promising after several trying years, though more has still to be done to improve the trading position and public sector deficit. Divisions between the country's two language groups—in part the product of differences in economic performance of the regions concerned—remain difficult to resolve. Tim Dickson reports.

Nation seeking its identity

ONCE THE undisputed "sick patient" of Europe, Belgium's economic prospects are suddenly perking up. Rising exports, rosy company profits, declining public sector debt—these are just some of the signs that five years of harsh government medicine are starting to have their effect.

Unfortunately for Belgium, however, the patient's markedly better condition appears threatened by an Achilles' heel. At least twice this year the Centre Right coalition of Mr. Wilfried Martens has teetered on the brink of collapse over the country's deep-rooted language dispute, or, more precisely, over the apparently trivial question of how to deal with a defiantly francophone majority.

Only last month, for example, Mr. Martens suffered the humiliation of three times having to delay his departure for what should have been a pre-scheduled trip to the US in his capacity as president of the European



Wilfried Martens: determined to stay the course until the next elections

its identity in the modern world. Part of the problem lies in the fact that it is a relatively young nation—just over 150 years old—but its political difficulties and unpredictability can often be better understood in the context of the overlapping social and cultural divisions of its people.

There is, for example, the traditional division familiar elsewhere between the political Left and Right, epitomised at the moment by the budget-cutting enthusiasm of the two Liberal parties, on the one hand, and the more expansionist philo-

sophies of the two socialist parties, on the other. Arguably, this is the least significant distinction in Belgian political life at the moment.

Another important reality is the gulf between largely Roman Catholic Christian population and non-Christians, illustrated at present by party attitudes to a controversial Bill proposing a liberalisation of the law on abortion. Ireland apart, Belgium is the only EC state which currently prohibits the voluntary interruption of pregnancy—a ban enshrined in a mid-19th century code which itself was

directly based on Napoleonic law.

On the abortion issue the Liberals and the Socialists are on the same side but Flemish-speaking Christian Democratic Party (CVP) and, to a lesser extent, its French-speaking "sister" party in Wallonia (the PSC)—on economic policy broadly middle-of-the-road are resolutely opposed to any change in the current rules.

It is, however, the language or "community" question which represents Belgium's most serious political challenge. More recently, it has become an increasingly explosive mixture of both cultural and political attitudes which have grown sharper during the painful period of economic adjustment, which all European countries have suffered since the Second World War.

not only into Flemish and Walloon organisations on a north-south basis, but into Christian and Socialist blocs within the two regions.

It is, however, the language or "community" question which represents Belgium's most serious political challenge.

Against this background, Belgium is governed on the basis of an uneasy compromise between national and regional responsibilities laid out in the 1980 constitutional reforms. Central government was initially to look after the five "problem" sectors of steel, coal, ship-building, textiles and glass, but economic power for much of the rest is

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Tensions have been exacerbated by the relative economic decline in the south of the country and the advent of unprecedented prosperity in the north. In the early 1900s Flanders was a poor and largely rural area with its industry mostly centralised in the textile manufacturing region around Ghent.

In the past 25 years, however, its access to exports, its adaptable workforce, and its privileged geographical position have provided the ideal springboard for attracting new high technology businesses, epitomised by the success of the giant international trade fair, Flanders Technology.

Wallonia, by contrast, saddled with traditional coal, steel and heavy engineering industries, has suffered from worse unemployment, and inevitably, growth has reacted more slowly to structural and technological change.

Regional growth comparisons are often contested with the same passion as other more obvious political issues, but it is generally accepted that Flanders "overtook" Wallonia in terms of GDP per head at some point in the mid-1960s.

Many francophone politicians—notably Mr Guy Spitaels, leader of the French-speaking Socialists—blame Flemish aggression or "colonialism" for the region's current economic ills, though to be fair to Wallonia one must not forget the efforts spearheaded by Mr Melchior Wathelet, president of the regional executive, to encourage new technologies and notably new bio-technology companies.

This does not always impress the other side, and, while Mr Gaston Geens, Mr. Wathelet's opposite number in Flanders, has recently responded to the latter's overtures for more cooperation, he has also talked dismissively of a "two-speed" Belgian economy. Flemish resentment is based on years of being the "underdog" and often focuses on the fact that calls for more Walloon autonomy are frequently accompanied by demands for a larger share of the national cake.

Against this background, Belgium is governed on the basis of an uneasy compromise between national and regional responsibilities laid out in the 1980 constitutional reforms. Central government was initially to look after the five "problem" sectors of steel, coal, ship-building, textiles and glass, but economic power for much of the rest is

devolved to the three regional entities. (Brussels is a separate bilingual region under the direct control of central government.)

Notwithstanding the constant undercurrent, the 21-month-old administration of Mr Martens—known locally as Martens VI—has successfully continued the work of his previous coalition in rebuilding the country's international competitiveness thrown away in a rash of high spending in the 1970s and early 1980s.

Most of the economic indicators—realistic indices of payment, labour costs in proportion to national income—are pointing in the right direction, but even the Government's most ardent admirers admit that there is still some way to go.

Not the least of Belgium's achievements is to have pushed ahead with its budget-cutting policies, while by and large maintaining the country's famed social consensus. A year ago, industrial unrest was a dominant feature of the political scene, but though this month's call for a one-day stoppage by public-sector unions may presage a new period of discontent, the past few months have been free of major strikes.

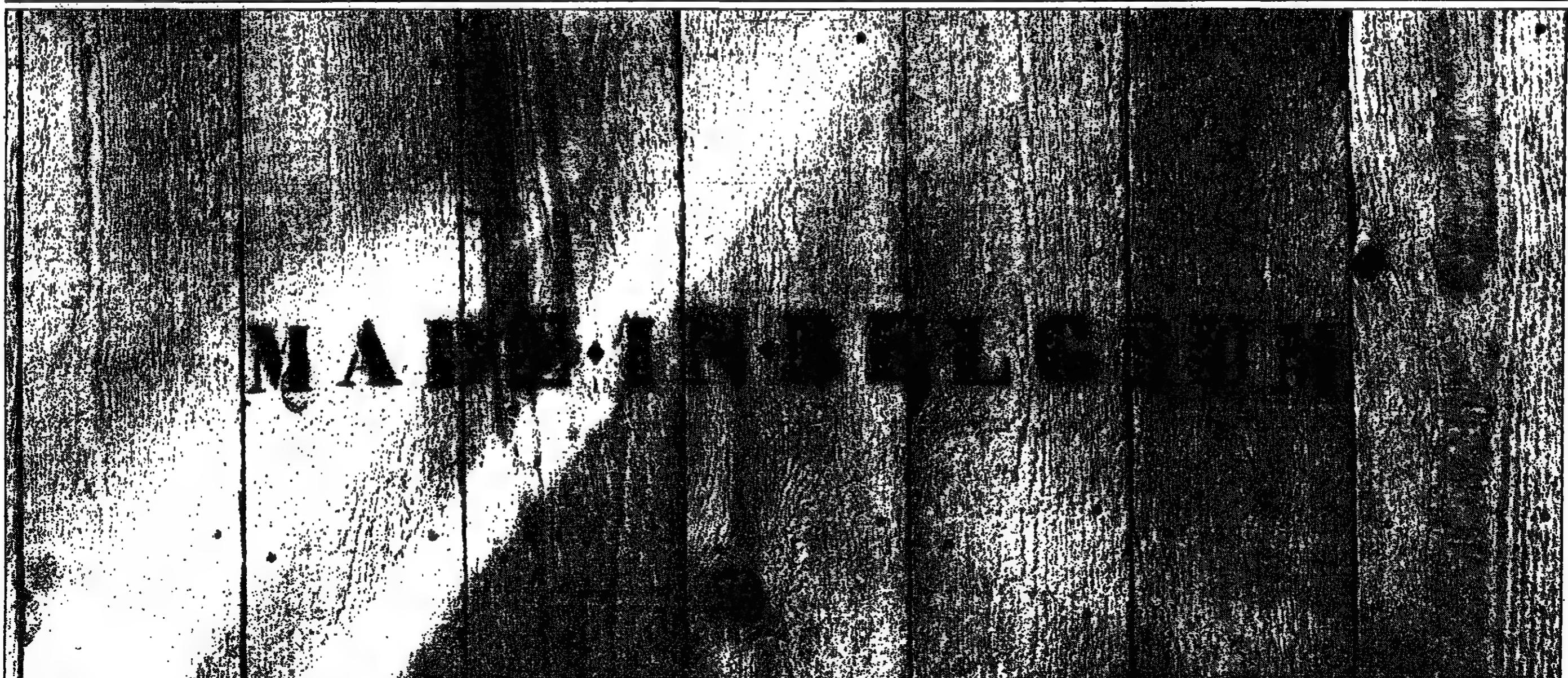
The two biggest structural problems are the level of public indebtedness—in spite of the cuts the budget deficit is still twice the EC average—and high rates of personal tax. Social security contributions (employers and employees) account for 40 to 50 per cent of the gross wage, while even a minimum executive pays tax at 60 per cent. Belgium is second only to Sweden in the European tax league.

The challenge for the Government is how to reconcile the conflicting objectives of at once reducing these twin pressures of high public debt and high taxation. That is, if it can first shake off the political paralysis which appears to have set in as a result of the language dispute.

Mr Martens has signalled his determination to stay the course until the next scheduled elections in the autumn of 1989 and, given his remarkable record for survival, it would be foolish to bet against him.

To stay in power, however, he will have to inject new life into the occasionally weary-looking coalition partners and convince them that language questions (sometimes used as a deliberate distraction for avoiding other pressing problems) should return to the back burner.

Belgium



In case this Survey doesn't explain why this most often means "Made in Flanders", let us tell you.

The fact is, Flanders, the northern region of Belgium, accounts for 70% of the overall exports of the Belgian Luxembourg Economic Union (B.L.E.U.). And figures show that this already exceptional export performance of companies in Flanders is still rising, proof of the continuing internationalization of the business environment.

To the Flemish, this is only natural. For centuries, Flanders has been a crossroads of European trade, and history has taught the Flemish how to get along with foreigners. Although the country was frequently ruled by foreign powers, the Flemish business community always quickly and smoothly adapted to the ever-changing political and economic climate. In 1987, Flanders is still the unsurpassed export champion. With the highest per capita export figure in the world, it serves as the manufacturing and

trading pivot for a multitude of international companies. Through their daily contact with non-Dutch speakers, there are three linguistic communities in tiny Belgium alone: the Flemish have become truly multilingual: speaking three or four languages is the rule rather than the exception. Communicating in Flanders is therefore exceptionally broad—and exceptionally easy.

This historical cross-cultural environment means that Flemish businessmen know how to be flexible, whilst still retaining the "typical" virtues of the people of the north: conscientiousness and reliability.

Nature has endowed Flanders with three fine harbours—Antwerp, Ghent, Zeebrugge—which in typical fashion the Flemish have converted into three of the most efficient seaports in the world.

Together with the Brussels International Airport, these three port cities handle virtually all of Belgium's air and sea cargo, and a major share of the goods entering and exiting the European Community as a whole. Did you know that six of the 10 express freight companies operating in Europe have chosen Brussels International Airport as the hub for their distribution?

All these elements—in fact just the highlights—explain why Flanders contributes so much to Belgian industry, which daily exports more than £ 135 million in goods and services.



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BELGIUM 2



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FINANCIAL HIGHLIGHTS (in milo US \$)

1 US \$ = 40.41 BFR - 31 Dec. 1986	
ASLK-CGER Bank	ASLK-CGER* Consolidated
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Total assets	
28.447,1	30.902,3
Net income	
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Capital	
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The economy

Recovery still the goal

IT HAS BEEN five years' hard labour for the Belgian economy, and the end is not yet in sight.

To be sure, much has been achieved in those five years, since the devaluation of the Belgian franc on February 22 1982, and the launch of a long-term austerity programme by the Martens Government to purge the ailing economy.

The current account of the balance of payments has been transformed, from a deficit amounting to 4.5 per cent of gross national product to a surplus of some 2.5 per cent, or BFr 140bn, last year. Inflation has been slashed from a consumer price rise of 8.4 per cent to just 1.3 per cent in 1986.

The chronic public sector borrowing requirement—16.4 per cent of GNP in 1981—was down to 10.6 per cent by 1986, and is supposed to come down again to just 8 per cent by the end of the year. Prolonged negotiations between the members of the four-party coalition last year resulted in agreement on a BFr 155bn package of further cuts up to 1989, reducing the budget deficit to just 7 per cent of GNP next year.

Unemployment remains stubbornly high, as in the rest of the European Community, but still came down from a high of 14.4 per cent in 1984 to 12.6 per cent last year.

Profitability in the private sector has recovered remarkably, largely because of wage restraint in 1982-83, specific government transfers and incentives, and the energy-related improvement in the terms of trade for exporters since 1985. Manufacturing investment has picked up, with a 14 per cent volume increase in 1986, and a further 10 per cent forecast by the National Bank of Belgium for the current year.

But all is not yet well, in spite of ominous sounds of complacency emerging from some quarters of the Government. The recovery of corporate investment is still far short of the level of investable corporate income, in spite of the interest on government debt, having finally fallen below the rate of return on real investment since 1982. A continuing heavy net outflow of capital, both from Belgian companies seeking investment abroad, and foreign companies repatriating profits, has been a major factor.

The challenge of economic policy is to further a continuing recovery of investment, which is still far from complete, the International Monetary Fund concluded in its annual consultation in March. "The external current account surplus, the overall financial surplus of the private sector, and the sluggish employment response all have a common root in the insufficient level of business investment." At an overall level of 8.5 per cent of GNP, it is still two points below the standard of the early 1970s.

The improvement in the current account does not reflect any sharp improvement in Belgium's competitiveness—the catchword of the austerity programme. Rather, the current account owes more to sluggish growth of imports because of lack of demand.

Belgium has lost export market share—measured by the rate of growth of its exports against the rate of growth of imports in its major trading partners—in every year since 1982.

One factor has been the renewed strength of the Belgian franc in the European Monetary System, against the steadily weakening dollar and sterling.

In absolute terms, Belgium's hourly wage costs measured in Ecu are still second only to West Germany in the EC this year. Ecu 13.17, against a German figure of Ecu 15.44, with the Netherlands on Ecu 12.83 and Italy on Ecu 12.01.

The public sector deficit is also far from resolved. In the first place, the effects of last year's Val Duchesse agreement have not yet worked their way through. Few of last year's BFr 20bn savings were realised, and this year economists expect the outcome to be a deficit of BFr 440bn to BFr 460bn, rather than the BFr 420bn forecast by Mr Guy Verhofstadt, the young and determined Budget Minister.

The absolute level of the public debt still stands at 120 per cent of GNP, and even with a 7 per cent deficit next year, the interest burden will still rise sharply.

"The Government has reduced the absolute level of its spending, but not its rate of growth," says Mr Luc van Heden, economist with Kredietbank. "That is still growing faster than the tax base, which means that the deficit will grow as large again."

The IMF was also severe on the subject. "With lower inflation, the stabilisation of the debt to GNP ratio requires a much lower deficit than the 7 per cent target stipulated for 1989 in the government agreement," it said.

"The most that can be afforded over the next few years is a zero growth of real non-interest expenditure of general

government... substantial progress in stabilising the debt to GNP ratio is necessary before any relaxation of the aggregate burden of taxes and social security contributions... can be sustained."

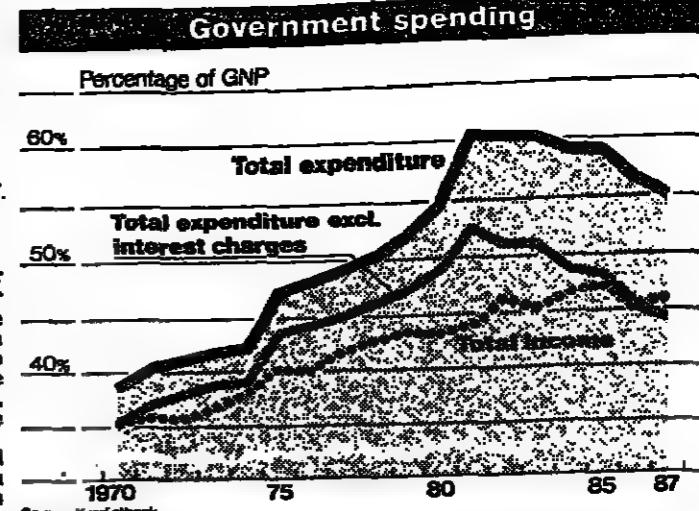
"Belgium had a deficit problem even in the golden years of the 1960s," Mr van Heden says. "The whole economy is built on that deficit." The very high level of government spending—60 per cent of GNP, or some BFr 3,000bn out of BFr 5,000bn, the highest in Europe—is partly a reflection of the need to balance any spending in one linguistic area, say Wallonia, with its matching finance in the other, Flanders.

Now does the system lend itself to switching finance from one sector to another, in response to demographic trends or social demands.

Against this difficult background, the pressure is building up—both within the Government and from the private sector—for a long-needed tax overhaul. Indeed, the complex and burdensome taxation system is undoubtedly another key factor in the lack of competitiveness of Belgian industry.

Mr Martens himself is determined to press ahead with his programme, whatever the difficulties. That includes tax reforms, even if his advisers are cautious about whether he has the room for them.

He pinpoints another potential problem, in the lack of skill



led labour not only in high technology sectors, but often in traditional sectors such as textiles and construction, too. More than 70 per cent of those wholly unemployed are unskilled.

"We have to change and adapt our educational system," he admits.

Another reason for the slower than desirable recovery of private sector investment is the expectation that the government spending cuts resulting from Val Duchesse will slow down the growth of domestic demand. Private incomes, as opposed to corporate revenues, have been under pressure

because of slow wage growth and government layoffs.

Mr Martens will not commit himself to another round of government spending cuts, as the IMF suggests—but he is determined to press ahead with the planned tax reforms. According to Mr Mark Eyskens, the Minister of Finance, the total package would total some BFr 100bn.

The plan is to introduce the first cuts in pay-as-you-earn taxation from January 1988, with full effects coming in only from 1990—the first year after the next election is due.

Quentin Poole

Profile: Wilfried Martens

Understanding the people

MRS MARGARET THATCHER apart, Mr Wilfried Martens is Europe's longest serving Prime Minister.

Except for a brief spell in 1982 this shrewd and determined Flemish lawyer has held power continuously in Belgium for the last eight years and has firmly established himself in that period as the country's dominant political figure.

Comparisons with Britain's "Iron Lady" are generally wide of the mark but publicity over Mr Martens' moral haemorrhages—imploded during a delicate operation—have helped him make a strong account to establish the remarkably wide popularity with political friend and foe that he enjoys today.

He is not a charismatic man—his thick spectacles and gentle smile present a slightly donnish look—but he has a clear sympathy and understanding for the Belgian people as well as a number of well publicised and endearing personal qualities.

His recreations include cycling, swimming, listening to Bach and reading political biography.

The big question now is how much longer Mr Martens remains at the top. He himself

refuses to accept the conventional political wisdom in Brussels that fresh elections are inevitable by the end of this year and

claims to be as eager as ever to pursue his economic recovery programme right up to the end

of the Government's allotted term in autumn 1988.

"I think that the political will exists for us to continue our job on the economic and budgetary fronts," he says, maintaining that the desire of the coalition partners to tackle these priorities is stronger than their interminable and well-publicised disagreements over the language issue.

If the Belgian Prime Minister

is confident about his immediate political future, he hints strongly that sooner or later he would relish a change of scene.

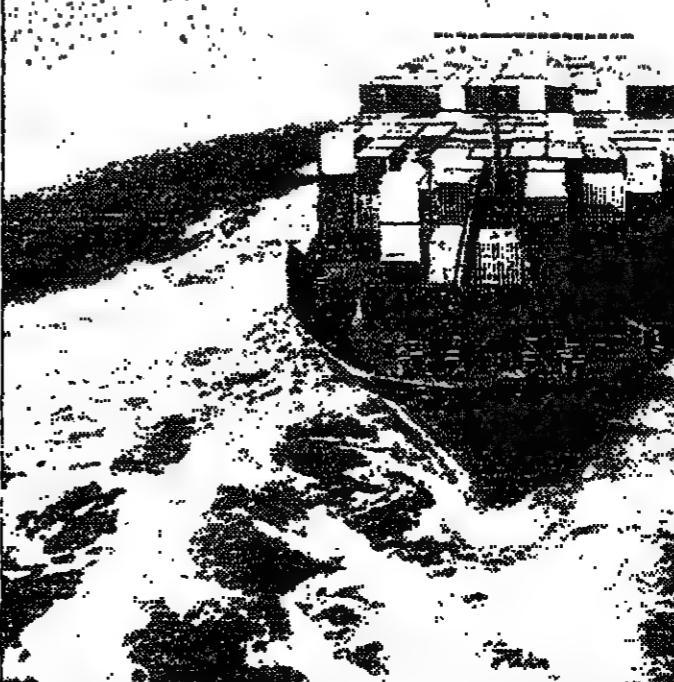
"I think each political man needs a period of reflection after a long period of power. I would normally have a political life up to the age of 65 so there is quite some time to go," he says, implying that the end of the Martens era is far from sight.

The Prime Minister makes no secret of the fact that he would be tempted by a role in European politics and indeed many in Brussels feel that he would make a good Commissioner or might conceivably even be a candidate to succeed the current Commission President Mr Jacques Delors.

As one senior political ally in the Flemish Christian Democratic Party observes, "He has a strong notion of playing an important role in Belgian history and I think he would like to do the same in a European context."

Tim Dickson

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in the meantime there is no shortage of domestic preoccupations. Mr Martens makes an immediate solution to the language dispute, but believes that the problem can be sorted out over the longer term in the context of further institutional reform.

"I am convinced that we have to give more responsibility to the regions. I am not sure that we can solve this issue purely by new linguistic legislation."

Aid about economic priorities, Mr Martens believes there is a real chance to claw back the budget deficit this year to the target figure of 8 per cent of GNP and 7 per cent by 1989.

He draws considerable satisfaction from the recent improvement in company profits—"they once again represent the same proportion of national income as they did in 1979"—but he can find no reason in the absence of strikes and with social stability why companies are not investing.

Like most other European countries it attaches increasing importance to services but he is just as concerned about manufacturing. He is clearly worried about the lack of skills in traditional industries like textiles and construction—"too many people are thinking about general studies such as law and medicine."

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View of the Royal Exchange, Brussels

BELGIUM 3

Foreign Investment

A new bid to win financial services

IS BELGIUM a good location for foreign investment? In the 1950s and 1960s, as overseas companies—notably US multinationals—poured into the country to acquire a foothold in the newly established Common Market, the answer to this question was unequivocal Yes.

In the 1970s, the enthusiasm of foreign enterprises waned, when high labour costs, general taxes and other structural weaknesses overtook the Belgian economy. According to a survey published last year by the American Chamber of Commerce, for example, more than 100 US companies "disinvested" during the decade, compared with just 7 between 1960 and 1969.

But in the second half of the 1980s—even if Belgium's competitiveness is not yet restored—the country in one important and largely unsung respect is fighting back through unique legislation to entice the financial and administrative activities of large corporations.

Interest in these so-called co-ordination centres—which must confine themselves to a range of inter-group services—has been slow to pick up in spite of the generous tax incentives first introduced under Royal Decree 187 of 30 December 1982 (but subsequently amended in 1984).

But in the last year or so the signs are that attitudes are changing. At the latest count, approval had been granted to 150 centres among them household names like General Motors, Dow Chemical and Siemens, and the evidence is that foreign companies generally, and US multinationals in particular, are beginning to appreciate the undoubted advantages.

The co-ordination centre initiative is one of the more imaginative attempts to establish Belgium as an attractive environment for financial services. The country's central location and proactive work force remain not insignificant magnets for manufacturers, but labour costs, administrative burdens and high personal taxation have tarnished a once shiny image, on top of which competition from other regions for internationally mobile investment has become increasingly intense.

One illustration of this, arguably, lies in the fact that Belgium's special 'employment zones' (known as T-zones), which offer a range of generous incentives including no company tax for 10 years and exemption from rates and capital registration fees, and which like the co-ordination centres were first conceived in 1982, has so far met with little foreign interest.

By contrast, as one non-Belgian lawyer observes, "the co-ordination centre legislation is so attractive that it almost sells itself". To qualify for what, in effect, is a nominal corporation tax regime, plus the other tax

concessions the centre's activities must be inter-muris, that is to say performed solely for the benefit of other related companies in the group.

Such activities can broadly be divided into two categories—support services offered directly to group members such as advertising and sales promotion, and services provided indirectly through inter-company transactions.

The latter category represents the most original feature of the Belgian legislation and has been the focus of the greatest interest for multinationals, according to Mr Patrick Kelley of the American Chamber.

"The legislation enables them to carry out a variety of centralised financing operations in a favourable tax climate and take advantage of Belgium's wide network of double taxation treaties as well as its respected position as a member of standing in the European Community".

The point about Belgium's position in the EC is significant because it represents a major advantage for companies over out and out tax havens such as Panama and Liechtenstein.

Employees already serving with a Belgian company have frequently been transferred to a new co-ordination centre but either the previous company or the centre has to hire additional staff to meet the requirements of a net increase of 10 new jobs.

KEY FEATURES OF A CO-ORDINATION CENTRE

Conditions. Must be incorporated either as a Belgian company or the Belgian branch of a foreign company.

Consolidated capital and reserve must exceed BFr1bn and annual turnover must exceed BFr10bn.

Must employ at least 10 full time employees within two years.

Qualifying activities. Reinvoicing. The centre may not actually buy and sell itself but it may reinvoke the goods sold by one member group. (The main aim might be to finance the sale of goods, and centralisation, or reduction of foreign exchange risks through invoicing in the respective currencies of buyer and seller).

Factoring (for similar objectives).

Accounting, administration and data processing activities.

Advertising, insurance and re-insurance, scientific research, relations with national and international authorities and other activities having a preparatory or auxiliary nature.

Tax status. Corporation tax paid for ten years on a cost plus basis—tax base includes all interest and operating expenses except for personnel and financial costs. Exemption from real estate tax, Belgian withholding taxes, and 0.5 per cent capital duty.

Tim Dickson

A select field

FOREIGN INVESTORS in Belgium tend to stick to a small number of publicly quoted stocks—after all, 90 per cent of the capitalisation of the Bourse is represented by just 50 companies, of which only 10 to 15 are truly liquid by international standards. Among the most popular are Petrofina, the oil exploration group, and Solvay, the giant chemical concern, but the main holding companies and utilities—both peculiarly Belgian in character—are also actively traded.

The biggest holding company is Société Générale de Belgique which, with a finger

Tim Dickson

THE SOUNDS of Big Bang echoed round Brussels in February this year. Newly aggressive London investment houses—spurred on by changes in the UK securities industry which came to a head last October—suddenly litigated on Belgian stock market with untapped potential and share prices fundamentally undervalued in relation to stock exchanges elsewhere.

There was a major shortage of paper, few Belgian sellers, and the result was that some stocks jumped 10 to 15 per cent in a matter of weeks," recalls Andre Beier, of stockbrokers Dewaay, Sebille, Servais, who until 90 per cent of all the firm's "international transactions this year have been conducted by foreign clients.

The result was that the Belgian Stock Market once again began to perform the role of replenishing the capital base of local companies. Some BFr 84.7bn, for example, was raised in 1982 and 1983 alone (compared with almost nothing in 1981), more modest amounts followed in 1984 and 1985 but there was another significant upsurge last year when the total was BFr 44bn (including two Euroequity issues).

Until the early 1980s the Brussels Bourse was an unexciting place to say the least. Between 1965 and 1981 share prices fell 25 per cent in nominal terms alone, turnover grew slowly if at all, and new issues were as rare as swallows in spring. The change occurred in 1982 when the centre-right coalition of Mr Wilfried Martens first started to reverse the spendthrift policies of the 1970s. Interest rates came down and corporate profitability

moved up. More particularly, Royal Decree Number 15 introduced tax incentives for companies raising new capital plus concessions for individuals subscribing for Belgian equities up to a certain limit (known locally as the De Clercq Law, or the Loi Monory after the similar French scheme of the same name).

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rose. Royale Belge this has been delayed until later in the year.

Notwithstanding the gusty currents of change blowing through stock markets elsewhere and the sharper interest of foreign and domestic investors which has accompanied the healthy performance of local shares, the Brussels Bourse carries on largely as before.

By local standards there are just two large firms—Dewaay and Peterbroeck—plus the small size of most partnerships illustrated by the fact that at the last count there were 200 firms and 317 individual stockbrokers.

"Many still write their orders

out by hand with their wife

acting as the secretarial back

up," one broker comments somewhat smugly.

Taking their cue from developments in London, Belgian banks are increasingly eager to cash in on Stock Exchange business but are prevented both by law and by the hostility of a part of the stockbroking community from taking positions in member firms.

All transactions under BFr 10m must be executed through a stockbroker on the basis of minimum fixed commissions though above this limit

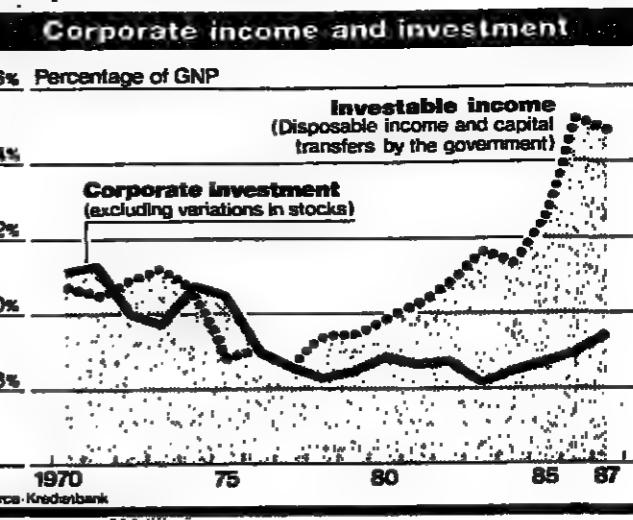
Stock Market

Pressures for change mount as free internal market looms

reach agreement with the stockbrokers in the next few years we can always take our trade to other financial centres."

The Association of Belgian Banks at least sympathises with Mr Peterbroeck's lament at the "burden" of Belgian stamp duty. He blames the tax for the loss of local business (notably Eurobond issues) to London and Luxembourg.

Finance Minister Mr Mark Eyskens has proposed an amendment which would exempt non-residents which Mr Peterbroeck welcomes as at least "a step in the right direction". But Mr Peterbroeck also attacks Belgium's withdrawal tax not in itself because "I think that capital must share in the burdens of the state," but because such taxes are not as high elsewhere.



banks and others are not obliged to go through the market and can freely negotiate fees.

"That is why it is not fair to say that we operate a monopoly as used to be in the UK," says Mr Jean Peterbroeck, senior partner of the firm which bears his name and a president of the Commission de la Bourse.

Mr Peterbroeck is conscious of the impending 1992 deadline, by when the creation of a genuine barrier-free internal European market is supposed to be complete. "We have to be ready to compete," he says, "but I don't see what the entrance of the banks into stockbroking firms will bring to the market. The only reason they are interested is fashion. If you make a deal you have to bring something new to the table, and our firm for one has enough capital."

He adds: "We are pursuing very rapidly the modernisation of the market: most of our orders are now computerised and the big challenge ahead is to set up a continuous trading system which will give up-to-the-minute information on price."

Bankers tend to see things rather differently. They argue that breaking up the stock

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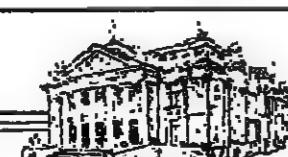
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BELGIUM 4

Socialist parties

Eye on coalition chances



Karel Van Miert: popular orator

BELGIUM'S Socialists have been in opposition for 6½ years now—much their longest spell out of power since the Second World War. For most of the intervening period, they had shared in the governing coalition, usually with the Christian parties, less often with the Liberals, occasionally in so-called "tripartite" governments which have accommodated all three groupings.

At the last general election, in October 1985, the Socialists gained ground—both in Flanders and Wallonia (where they are by far the largest party)—but far from being welcomed back into the national government they were promptly ejected from both the regional administrations set up under the 1982 devolution plan.

Later, they were even squeezed out of the executive council of the tiny German-speaking autonomous area in eastern Belgium.

Stripping the Socialists of all responsibility, both nationally and locally, could have been a sure recipe for driving them into the hands of extremists. Instead, the two parties—the Parti Socialiste (PS) in Wallonia and the Socialistische Partij (SP) in Flanders—have progressively moderated their policies so that there would now be little difficulty in their finding

common ground with potential coalition partners.

As tension mounts between the Liberals and Christians, both of the party leaders, Guy Spitaels (PS) and Karel Van Miert (SP), are carefully positioning themselves to align with either wing of the present coalition if it should break up.

They are an ill-assorted pair. Mr Van Miert, 45, is a relaxed, friendly man, who normally favours a sports jacket rather than a suit. Like Neil Kinnock, whom he resembles in other ways, he has never held ministerial office. He is warm, impulsive and ready to give his views on any conceivable subject. A born orator, he is widely popular in his native Flanders.

Mr Spitaels, 11 years older, is a solemn professor of sociology who never says anything without weighing the consequences. A former vice-premier and Budget Minister, he takes pride in the fact that as Mayor of Ath, a town south-west of Brussels, since 1977, he has invariably succeeded in balancing the municipal budget, a rare event in Belgium.

The two men have offices on the same floor of the building which their parties have shared since the 1978 divorce which split a formerly bilingual party into two separate bodies.

For several years their relationship was far from smooth. Mr Spitaels was angry when Mr Van Miert did not support his demands for more financial assistance for the hard-pressed Walloon steel industry. Mr Van Miert reacted badly when Spitaels sponsored the controversial Mayor of the Fourons, José Happart, for a seat in the European Parliament.

In turn, Mr Spitaels was far from happy when the Flemish

Socialists made opposition to American missiles the main plank in their platform. It seemed doubtful whether the two parties would be able to work with each other in government, let alone with other coalition partners.

Yet since the disappointments after the 1985 election, a rapprochement has occurred. In February last year, Mr Spitaels went to Ghent to speak to a meeting of Flemish Socialists, the first time he had entered Flanders in five years as party leader. A suggestion that the two parties should establish a joint "Shadow Cabinet" on the British model was not taken up, but since then there have been informal talks on policy coordination and a joint conference was held in Brussels in April.

As both parties have moderated their policies to make themselves more "coalitionable", they have simultaneously drawn closer together. They are still wide apart on most linguistic issues, but the discord between them is now clearly less than, for example, between the two Christian parties.

The most spectacular policy shift has been made by the PS, which had bitterly criticised the present government's austerity policies. Last September, however, Mr Spitaels launched his own Counter-Plan for public expenditure cuts totalling BFr15bn against the Martens government's target of BFr18bn.

Spitaels was careful to exclude the more controversial cuts in the government's plan but there was a fair degree of overlap, and the evident purpose was to present the PS as a realistic and responsible party capable of demanding necessary sacrifices.

Earlier Mr Spitaels had taken a fairly extreme pro-Françophone line in linguistic disputes in a successful attempt to avoid being outflanked by the separatist Rassemblement Wallon party. Since this party was wound up two years ago, he has been notably more accommodating, and his support for Happart has been more than his party. Mr Van Miert is credited with having



Guy Spitaels: balancing the budget

made a decisive shift to the right by loosening his close ties with Louis Tobback, the party's fiery left-wing parliamentary floor leader, and aligning himself with the former Economics Minister, Willy Claes, the party's most prominent social democrat.

Mr Van Miert's hostility to American missile bases in Belgium is no longer seen by him, or by others, as a bar to his party's participation in government. Virtually all of Belgium's politicians confidently expect that they will soon be negotiating away at the Geneva arms talks.

Both Socialist leaders are careful to keep their options open, and neither is prepared to express a preference between the Christians and the Liberals as governmental partners.

The mutual animosity

between Mr Spitaels and Wilfried Martens would almost certainly exclude the latter from continuing as Prime Minister in the event of a deal, but another Flemish Christian Democrat possibly Jean-Luc Dehaene, the Health Minister—would probably respect him.

In a Socialist-Liberal coalition, the Socialists would most likely provide the premier, which could well be Mr Spitaels, who would be leader of the largest party. Mr Van Miert has ruled himself out, but if his party was called upon to fill the top place, its nominee would undoubtedly be Mr Claes.

Socialist participation in government could be expected to be reflected in some dilution of the current austerity programme. But the present government is showing increasing reluctance to proceed much further along this road, and it would be surprising if their inclusion were to make a decisive difference.

Dick Leonard

IT IS NOT EASY by anybody's standards to persuade 10,000 angry coal miners to sign for voluntary redundancy—especially when they live in a province where, at 20 per cent, the unemployment rate is Belgium's highest.

Yet that is just what Mr Gheyselinck has done, less than a year after being recruited by the Belgian government to thrash out a future for the nation's five heavily loss-making coal mines in the poor area of Limbourg in eastern Flanders.

That grim achievement does not give much personal pleasure to Mr Gheyselinck, 45, who gave up a comfortable job as managing director of Shell Portugal to take on what must be one of the toughest jobs in the European coal industry. "I didn't come here just to destroy things," he says.

But the fact is that he has done at a stroke what more than 20 years of fudging and indecision by successive Belgian governments have failed to achieve, namely to make progress towards stemming the mounting losses—running at BFr15bn (225m) last year—that have plagued a national coal industry which, on purely economic grounds, has no reason to exist.

Like many of its European counterparts, the Belgian coal mining industry has seen its competitiveness wiped out by the growth in cheaper sources of energy and the decline in oil prices. And with a steady annual production of around 6m tonnes, it has one of the lowest levels of output per man in Europe.

Partly because of the grave social problems that surround it, coal is the last of Belgium's five so-called national sectors to come in for restructuring. These are the troubled traditional industries which have been left out of Belgium's regionalisation and have been accorded central government funding. They include steel (where Cockerill Sambre in the French-speaking Wallonian south of the country is now tentatively groping towards privatisation), glass, textiles, and shipbuilding.

The acceptance of Mr Gheyselinck's redundancy plan by the understandably fearful and belligerent workforce of the Kempense Steenkolenmijnen (KSM) group is an example of how an uncompromising management approach can sometimes persuade workers against all the odds, of the futility of han-

Coal industry

Closures bring a future

ging on to jobs in an industry with little future.

The Dutch-speaking north of Belgium has always complained that it has come in for less regional aid than the French-speaking south, the prime example being the BFr146m which the national government has spent on Cockerill Sambre over the past 10 years. That is why rumours early last year that KSM was having second thoughts over funding a new mine shaft in Limbourg sparked off a wave of strikes and demonstrations in the province.

These were ended only when Mr Wilfried Martens, the Prime Minister, made a twin public pledge that any future restructuring would be done without compulsory dismissals and that a new manager would be found before the end of the year to propose a restructuring plan.

Mr Gheyselinck, the government's second choice after an abortive attempt to recruit René Renault, Belgian commercial director, to sustain the offer because of the sheer size of the challenge. "On economic grounds, there was no case for producing one tonne of coal," he recalls.

"There was no correct solution," says Mr Gheyselinck. In the end, he proposed a scheme designed to support in more or less equal measure the state's economic interests, and protect the 20,000 workers and the 10,000 people whose jobs indirectly depended on the mines.

Closures, he argued, were inevitable. "Even if we tried to be as efficient as possible, without closures we might be lucky to cut the 1987 loss from BFr16bn—BFr18bn to some

thing like BFr14bn," he says. Under Mr Gheyselinck's plan, the three mines in the east of the province would be closed and the remaining two, in the west, merged at a total cost of BFr28bn. That would be enough to reduce losses to what Mr Gheyselinck and the government agree is a "maximum acceptable level" of BFr4bn by 1990.

The deficit would fall in steps, producing an overall loss for the period of BFr85bn. Add in another BFr6bn for maintenance and new investment, and the overall total comes to BFr90bn. The subtlety of the scheme was that it left the number of job losses open, guaranteed jobs in the west for miners in pits to be closed, and left it up to the unions to decide how to

William Dewidas

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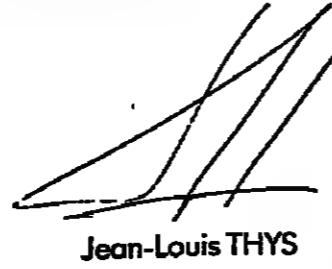
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BELGIUM 5

Profile: Philippe Bodson

The modern manager

PHILIPPE BODSON has had a busy year.

In March the 42-year-old managing director of Glaverbel led his glass company to a highly successful stock exchange flotation (more than 100 times oversubscribed and bags of public money into the bargain); then just four weeks later, he took over the reins from André Leyens as president of the Fédération des Entreprises de Belgique (FEB), the country's leading employers' organisation and local equivalent of Britain's CBI.

Young, enthusiastic and keenly communicative Mr Bodson is certainly not typical of the men who sometimes head such groups. A civil engineer with an MBA from Insead, his modern management style is appropriate at a time when Belgium like most other European countries is looking to a rejuvenated business sector to survive and compete in the hard and increasingly fast moving markets of the late 1980s.

His determination to master the Flemish language as well as his native French is known to practise each day—is typical in the Belgian context of a more enlightened approach.

Mr Bodson is convinced that there has been a gradual transformation of industrial and commercial attitudes and performance over the last five years—but he is not starry-eyed optimist. He insists that business must adapt better to the challenge of change, that the Government's austerity drive must continue, and that something urgently must be done to reduce the intolerable burden of personal taxation.

The FEB, which claims to represent more than 50 per cent of Belgian companies through affiliated trade associations, is strictly "non-political" and Mr Bodson confesses that he has "a hard time identifying myself with any one of the political parties". While this shines through in frustration at the Government's inability to sort out the language dispute—it is a sad situation in which everybody is right but everybody has to compromise—it is nonetheless apparent that he sympathises with the Liberal party's commitment to deep budgetary cuts.

"A few years ago the total budgetary deficit exceeded 15 per cent of gross national product," he points out. "The aim is to get this back to 8 per cent this year and 7 per cent in 1988, but in view of the drastic fall in inflation and interest rates I do not think this is enough. In order to overcome the so-called 'snowball effect' (borrowing simply to pay interest on existing debt) we cannot stop until we get to 4 per cent. It is simple mathematics, not politics."

On the optimistic side, Mr Bodson is encouraged by the new taste for risk-taking—the consequences, he feels, of lower interest rates and a better balance between the return on safe investments and the return from equities; he sees small and medium sized businesses as having created 10,000 of the 40,000-50,000 new jobs over the past three years and the best hope for the future; and he believes that the Belgian economy is improving its competitiveness. "I can think of lots of multinationals—Caterpillar, Renault, for example—who say that their Belgian plants are the most productive. We are well located. We are certainly a good country to invest in."

Tim Dickson



Profile: Jean Gandois

Strong man of steel

MR JEAN GANDOIS, the tough 57-year-old French industrial troubleshooter, was surprised to find himself earlier this year back in the chair of Cockerill-Sambre, the Belgian steel group.

For he had little idea when the Belgian government first summoned him four years ago to engineer a revival for what he then described as one of the worst steel companies in Europe, that he would stay at Cockerill long enough to see his efforts bear fruit.

Last time Mr Gandois took office at Cockerill, the group was right in the middle of a traumatic job reduction plan that has more than halved the workforce from 41,000 in 1974 to fewer than 13,000 today. It was painful, but at least the group had the protection of the system of EC price and output controls which has helped support steel prices since 1980. While the worst of the job losses are over at Cockerill, Mr Gandois believes the industry as a whole

still has a very long way to go before it can be anything near profitable.

Now Cockerill and Mr Gandois are in the forefront of the EC steel industry's attempts to persuade the European commission to change its plans to abandon the protection afforded by quotas by the end of this year.

The steel producers' campaign to keep quotas recently ground to a halt owing to the failure of the members of the Ecupe, the "club" of big integrated producers of which Cockerill is a member, to agree on voluntary capacity reductions large enough to bring the oversupply in line with flagging demand. The Commission estimates that the Community's steelmaking overcapacity currently runs at 25m to 30m tonnes.

To Mr Gandois, the dilemma faced by Cockerill and Ecupe's other 31 members is clear. "Three or four years ago, you had big differences in costs

between plants and it was obvious that the older ones should close. Now the differences are very small so it is much more difficult to say which ones should go."

The bulk of Europe's steel overcapacity is in big publicly-owned hot rolled strip mills, like Cockerill's twin plants in Liège and Charleroi, which makes it difficult to dilute the impact of job losses. Mr Gandois' preferred solution would be for an industry-wide accord to run at fixed levels of undercapacity. "That means we all have to reduce the level of utilisation at which we are losing money," says Mr Gandois.

The formerly heavily loss-making Cockerill has just completed three months of trading at near break-even point, and according to Mr Gandois should be able to break even for a full year by 1988.

Mr Gandois started his career as a steel executive and became president of Rhône-Poulenc until his resignation in 1982.



The Belgian Government approached him after seeing how he had acted in neighbouring Luxembourg as a consultant for rival steel producer Arbed's restructuring plans.

After setting up a BFr 100bn

of plant closures and new investment for Cockerill—a politically-sensitive task in view of the notorious regional squabbles which have always divided this fragmented group—the French Government lured Mr Gandois back last July to become chairman and chief executive of Pechiney, the nationalised aluminium and metals group.

William Dawkins

of the EC price and output controls which has helped support steel prices since 1980. While the worst of the job losses are over at Cockerill, Mr Gandois believes the industry as a whole

Woodlands offering relaxation; rivers carrying commercial traffic; busy towns which still have residential quarters and, on their outskirts, an ever-present countryside.

Established or new technologies; universities turning out first-class graduates; researchers who achieve success in their researches; generations of entrepreneurs willing to take risks; capital invested in new ventures.

Small businesses

Little enthusiasm for risktaking

Belgium and the EEC—Industrial Production

Belgium	Growth (per cent per year)				
	1982	1983	1984	1985	1986
Denmark	2.7	3.2	9.7	4.2	3.5
W. Germany	-2.9	0.6	3.0	5.7	2.1
Greece	1.1	-0.1	1.6	3.4	0.3
Spain	-1.1	2.7	0.8	2.2	2.5
France	-0.5	—	2.0	1.0	1.0
Ireland	-0.9	6.6	12.4	2.3	2.7
Italy	-3.0	-3.2	3.4	1.2	2.8
Luxembourg	0.9	5.4	13.3	6.9	—
Netherlands	-4.1	3.2	4.1	4.0	1.0
Portugal	4.6	1.6	-0.1	10.9	—
UK	1.9	3.6	1.3	4.7	1.5
Bar 12	-1.2	0.9	2.2	3.4	2.0
US	-7.4	7.8	12.3	2.1	2.1
Japan	0.3	3.6	11.1	4.6	-0.3

Source: Eurostat.

where small company share markets are the most active in Europe.

The Brussels stock exchange has seen only more than 10 floatations in the past three years, though a mini new issues boom could well double that total in the current 12 months.

Most of those have been larger traditional companies or turnaround situations.

Even more sobering, the Brussels stock exchange's junior share market, set up two years ago to encourage more entrepreneurs to cash in on the rewards of their risk-taking, is proving a flop. It has attracted just two floatations: Telindus, a telecommunications group and Econocom, a software supplier.

Unlike the full stock market, it sets no strict conditions on the percentage of equity to be offered to the public, though it is estimated that 25 per cent, with a total market capitalisation of BFr 50m is the minimum.

Even if the junior market has attracted little initial interest from the small business, it has at least set a key precondition for a venture capital industry by opening the possibility for a market by which investors in private companies can realise their profits.

Accordingly, recent years have seen the establishment for the first time in Belgium of several private venture capital funds. They include Advent, an offshoot of the UK company of the same name, Benewent, part of Kredietbank, and Prominvest, an arm of Groupe Bruxelles Lambert.

The amount of venture capital available in Belgium grew from Ecu 363.5m (220.1m) to Ecu 400.1m between 1984 and 1985, according to the European Venture Capital Association.

As is so common in venture capital in Europe, the problem is in finding suitable ventures in which to invest.

Small businesses complain that they are unable to attract risk investors because few funds can go below BFr 7m to BFr 10m. At that level, the likely reward is too little to justify the amount of management attention small companies will need.

The small business institute's Prof Donckels has a more pessimistic explanation. He claims: "The average small businessman in Belgium just doesn't want outside finance because the idea of growth is just too much to handle."

William Dawkins



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BELGIUM 6

Language divisions

Cultures at the crossroads

IT IS HARDLY Beirut or West Belfast. A few signposts are defaced and graffiti liberally adorns the more tempting concrete targets. But in other respects this rural and not unattractive corner of North East Belgium—just six villages and 4,000 inhabitants—seems a highly improbable setting for community strife.

The problem of Les Fourons (or Voeren as the area is known in Dutch) has divided Wallon and Flemish politicians since the early 1960s when the last major change to Belgium's linguistic frontier was agreed.

Following the election of Mr. Jose Happart as mayor in 1982 this small community has increasingly become the focus of the country's deep-rooted language dispute and on several occasions in the past few months has threatened to bring the coalition Government to its knees.

The immediate difficulty lies in the fact that Mr. Happart, a militant Francophone, steadfastly refuses to pass an exam to demonstrate his competence to speak the official local language—Dutch. This has infuriated his Flemish opponents in the province of Limburg (of which Les Fourons is part) and last September precipitated his dismissal by the Flemish section of the council of State on the grounds that he is challenging the painfully constructed linguistic provisions of the Belgian constitution.

Several times, however, he has effectively been able to circumvent this decision by being re-elected First Alderman of the council and thereby assuming the functions of de facto mayor.

The question of whether the merry-go-round should continue—and if not how legally and constitutionally it can be brought to an end—is essentially the issue which has kept the Government teetering on the brink.

Mr. Happart's case—outlined in his surprisingly squat office in the local "Maison Communale"—is quite simply that the democratic wishes of the local people are being denied. Les Fourons, in reality, was transferred from the Wallon and French-speaking Province of Liege to the Flemish speaking Province of Limburg under the 1963 community agreement "despite a referendum which showed that 90 per cent of the people wanted to stay in Liege."



Jose Happart, mayor at the centre of the language furore, sits in the visitors' gallery at a meeting of parliament

Since then, he maintains, "Flemish pressure has become more and more lively and a jurisdiction has been created which is favourable to Flanders. The only language recognised has been Flemish. We have got to the stage where the Flanders region does not respect the wishes of the majority of the Fourons inhabitants."

Ironically, the majority of the people in the Fourons speak neither Flemish nor French but a local dialect closer to German. "This is used by about 60 per cent of the population—mainly the old," Mr. Happart admits. "But the fact is that 80 to 90 per cent know French and two thirds want the area to be returned to Liege."

Mr. Happart himself confesses to knowing "a little Dutch" and can certainly understand sufficient to read and in his capacity as acting mayor to sign the official documents of the council. He insists that he harbours no personal animosity towards Flemish people—though he and his Flemish political opponents refuse even to acknowledge each other in the street—and he says that if he got his way the minority Flemish language would be respected and allowed to continue.

Mr. Happart initially comes across as a somewhat shy and

even mild-mannered man but his language leaves no doubt that he is in deadly earnest. He compares Flemish attitudes to "the Gestapo" and sees himself as saving Wallonia from "the enemy."

Asked if events in Les Fourons do not create an absurd spectacle for the outside world doing enormous harm to Belgium's image abroad, he replies: "If this issue threatens the Government's life it is because it is an expression of the wider Belgian malaise. We are at the crossroads between two cultures—we are like two different elements, water and fire—and for me the idea of Belgium does not exist."

The long-term solution is for Flanders and Wallonia to be two regions of a wider Europe, he says.

Not all Flemish politicians would disagree with this last sentiment—indeed some have expressed it publicly themselves—but they are convinced with the same degree of passion as Mr. Happart on his side that Voeren must remain Dutch.

It is pointed out, for example, that the area was ceded to Flanders under the 1963 deal for blatantly political reasons. As Mr. Leo Delcroix, secretary-general of the CVP, the Flemish Christian Democratic Party in Liege at the time almost commanded a majority in the region and therefore was happy to "lose" a district like Les Fourons which was predominantly Christian.

Moreover, he adds that same agreement covered Komen Moeskroen, a much bigger community on the western side of the country which was switched in the opposite direction, as well as the all important Flemish fringes of Brussels where the French-speaking population enjoyed so-called bilingual facilities.

"In Komen Moeskroen the people have adapted and now speak French," Mr. Delcroix says. "But the French-speaking side have generally shown much less willingness to adapt."

Flemish-speaking Christian Democrats are particularly incensed that the PSC—their "sister" party in the south—should champion a man like Mr. Happart, who as a member of the Socialist party ought to be an unambiguous political enemy.

Tim Dickson



Canal-side scene in Flanders between Bruges and Sluis

Tourism

Promoting the country's riches

SEEN FROM the air, Belgium looks like a large sugar-beet field crossed by arrow-straight canals. From the sea, it looks even worse, with a seemingly blank wall of concrete, broken by the occasional foundry chimney flaring bright orange.

Dashing across the country on the efficient motorway system it is hard to drive more than three hours without crossing a border. But it leaves the misleading impression that Belgium is an unappealing mixture of drab industrial architecture and soggy fields.

After an acrid whiff of Ghent's steel works there is a hazy hint of Brussels' breweries. Miles of rolling agricultural land, broken only by the odd tufted tumulus silhouetted against an enormous sky, suddenly give way to the grim slagheaps of Liege, the grim industrial belt, the bare granite of the Ardennes, and the German border.

The Belgians are well aware that the ease of communications in their country is a double blessing, that they are perceived either as an annex to France or the doorstep of Holland, a kind of lobby at the entrance to Europe.

For the first time, however, the tourist authorities—divided into French and Flemish like the rest of the bureaucracy—have joined forces with the national airline Sabena, American Express and Avis, to turn the image of Belgium inside out.

A five-year promotion campaign aimed at the American market has already started, with a budget of BFr 50m. The theme of the campaign is that Belgium is the key to Europe, that a transatlantic visitor can get the feel of the history and culture of a whole continent by sampling the medieval riches of Bruges or the luminous art nouveau treasures of Brussels.

On a more practical note, the promotion points out that availability and price of hotels in Brussels compares very well with Paris or London, and that it makes sense to use Belgians as a base for excursions to other European capitals.

American visitors to Europe as a whole dropped off dramatically in 1986, put off by threats of terrorism and Chernobyl radiation, not to speak of the slump in the dollar. Belgium, which was never top of the list of tourist priorities, was particularly hit by the American cancellations and the experience seems to have stimulated the tourist authorities into a new dynamism.

For instance, the French and Flemish tourist organisations will at last be working under the same umbrella in New York—a great relief to tourists who have always found the division of such a small country into language pockets quite incomprehensible.

The promotional effort in the US is only the beginning, it seems. The Belgians have decided that the best way to sell their country is to turn it up in a small, digestible, airtight Research by American Express shows a growth market among independent rather than group travellers, a market looking for more than a superficial, whistle-stop tour in a minimum period of time.

To meet this need, the Belgians have come up with various themes and packages which will shortly be marketed in the UK. Art Nouveau enthusiasts, for example, are now being offered two nights' accommodation in one of Brussels' elegant turn of the century hotels, plus a day with a specialist guide visiting such gems as Victor Horta's house, the Solvay mansion and other private houses not normally open to the public.

Other packages include entrance to a range of transport museums, both military and civilian, and special prices for events during the Europaia festival in Brussels this autumn. There are also plans on the drawing board for chocolate weekends with visits to the ateliers of Belgium's most exclusive chocolatiers.

There is also a range of new ideas for holidays outside the main cities, combining sports and other activities with a weekend or week in an hotel. At the coast, for instance, there are gastronomic packages combining the pleasures of seafood platters with sand-yachting on the hard wet beach at La Panne.

fries and sluggish canals.

Then, after a quick look at the Grand Place in Brussels and a stroll round the Sablon looking for antique bargains, they think they've "done" Belgium.

Hidden away, though, off the beaten track, there is a forgotten side of Belgium made up of tiny towns which were rich and powerful in the Middle Ages, but which have faded since.

Their architectural masterpieces, like their East Anglian counterparts, are relics of the prosperous wool trade. Usually they have been battered by sieges and burned, or bombed battles.

These little towns like Lier near Mechelen, with its eccentric astronomical clock, are now dormitories for modern industrial centres. The narrow, cobbled streets, with their art nouveau masterpieces by James Ensor, Paul Delvaux or Rene Magritte.

Next, they are charmed by the perfectly preserved ministrue city of Bruges, complete with gabled facades, bulbous towers and squat churches.

Flemish renaissance. Smooth Burgundian slate roofs shoulders with high gothic carved limestone. Many towns have at one time been Dutch, Spanish, Austrian or French, and the flavour of each occupation still lingers.

In the wooded Ardennes, with its blue-black pine forests and bleak peat bogs, there are also charming little towns waiting to be discovered. This year, Belaud, the booking organisation which handles French-speaking Belgium, has brought out a brochure offering a large number of packages in the Ardennes.

In the summer there is a choice of tennis, golf, fishing or walking holidays. In winter, there are plenty of opportunities to sample cross-country or downhill skiing.

More intriguingly—for the traveller who is bored with Kenya—Belaud is offering a new kind of safari, crashing through the muddy forests in a four-wheel drive. Toyota for a glimpse of wild boar.

Pamela Headhead
For information on Belaud, and other holidays in Belgium, contact the Belgian Tourist Office, Dover St, London W1. Tel: 01-499 5379.

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1986 RESULTS

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ACTIVITIES AND RESULTS

	1986	1985	%	1986	1985	%
	BEF	US\$	(+/-)	BEF	US\$	(+/-)
Balance sheet total	2273	55,944	+2,021	40,980	+103	+36.6
Total deposits of which due to	2,104	51,785	+1,921	38,178	+104	+35.6
Banks	940	22,136	+816	16,217	+151	+42.7
Total facilities of which:	1,580	38,395	+1,374	27,286	+135	+40.2
Facilities to the Belgian public:	736	16,930	+611	12,222	+395	+48.0
Own funds	48.6	1,144.8	+35.1	607.4	+92.5	+64.2
Gross profit	23.4	575.9	+203	402.6	+15.6	+49.2
Depreciation, decreases in value and provisions	135	355.0	+122	245.1	+11.3	+24.2
Corporate income tax	5.6	87.3	+2.7	84.3	+29.7	+60.7
Minority third-party interests	0.3	8.6	+0.4	7.2	+4.1	+18.7
Net profit	5.8	145.0	+49	97.8	+10.7	+48.2

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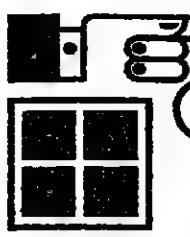
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SECTION IV

FINANCIAL TIMES SURVEY

 Buildings are becoming obsolete more quickly, but which ones get renovated depends on the returns available.

The retail sector has, nationwide, drawn in developers, putting pressure on existing owners to refurbish their investments. Meanwhile, the industrial sector has remained the Cinderella, and office renovation is not without problems—especially when it involves buildings that date from the sixties, writes Paul Cheeseright.

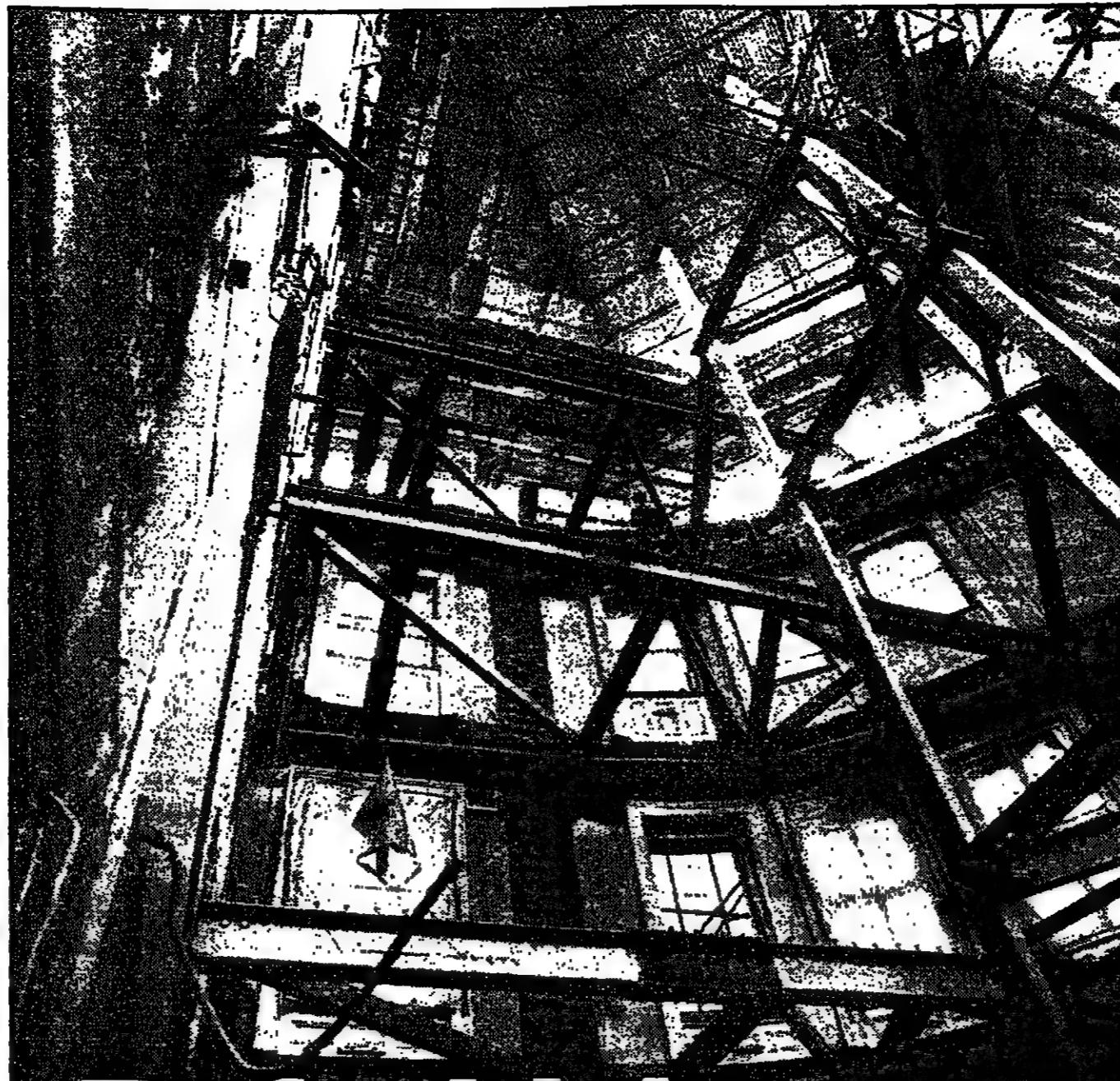
Build-up of stock to mend

THERE HAS NEVER been a time, in all probability, when so much of the nation's property needed renovation. For that is what refurbishment is all about. It is a half-way house between knocking a building down and starting again, and leaving it standing either to become derelict or increasingly inconvenient.

For the property industry such renovation is a continuing job, ebbing and flowing as the economy itself ebbs and flows: some sectors fashionable now, some at other times, depending on the returns available.

The industry is now responding both to the shake-out in the economy and to the rising expectations of the consumer. But there is no evenness in this response.

The British manufacturing sector is said now to be performing more efficiently than a decade ago, but there is much less of it. Stress has been put



Refurbishment

Ashby & Horner is currently working on a refurbishment project for the Worshipful Company of Fishmongers in the City's King William Street—see Page 3

undergoing refurbishment.

So, too, is the stock of publicly-owned housing but, given the restraint on local authority spending, refurbishment is not happening quickly enough to meet needs.

This uneven pattern of regeneration of the nation's property is taking place against the background of growing concern about the plight of inner cities. There is concern, too,

about the need for a revival of the rural economy as measures to combat agricultural surpluses start to hurt the farming community.

The Government has put in place an array of grants and systems to encourage the refurbishment of urban areas, for example, derelict land grants, enterprise zones, and development corporations. It has sought to relax the planning

restrictions on development in rural areas, so that derelict buildings can be released for, say, small workshops.

At the same time it has sought to wrest control of public housing from the local authorities by encouraging sales to private individuals and by fostering the growth of housing associations, so that the responsibility for modernisation falls outside the public purse.

Certainly there is much work to do, not only in the housing sector but in the main sectors of commercial property.

A recent analysis of the state of industrial property—factories rather than warehousing—argued that the factory stock, like other parts of the national infrastructure, is crumbling.

The factory stock "is getting

older and is being renewed only painfully slowly. This is wor-

rying because factory buildings are perhaps the most directly productive of all infrastructure assets. They house the industrial activity that employs a quarter of the workforce, generates a third of national income and provides half the country's export earnings. And in many cases they do not house it very well," the study said.

By the mid-1980s, the study estimated, 18 per cent of the country's industrial floorspace had been constructed before 1919; 22 per cent between 1919 and 1945; 23 per cent between 1946 and 1965; and 20 per cent between 1966 and 1975. Only 17 per cent had been constructed after 1975.

For the property industry, the industrial sector has in recent years been the Cinderella. While it is true that, for example, old textile factories have been converted into small units, and in doing so probably employ more people than they did in the earlier generations of their use, it is also true that there has been no push of institutional investment. There has not, therefore, been the financial impetus for refurbishment that there has been in the office and retail sectors.

The office sector is difficult. It is now widely accepted that the constructions of the 1960s and the 1970s are not well suited for the electronic age. It is not universally accepted, however, that the best thing to do is pull them down and start again.

Industrial Market Research has just completed a survey of the private office refurbishment market. It found that the great weight of activity was in London and that much of that was involved in the modernisation of the 1960s and 1970s tower blocks. In the City, for example, these blocks make up 40 per cent of the available space.

In London, though, the refurbishment market is likely to concentrate in the future on the West End, where strict planning policies and a stock of nineteenth century buildings make refurbishment the only way to modernise. Starting again is rarely an option.

The market, none the less, appears to have peaked. It was worth £360m in 1985, according to IMR, but had declined to £340m in 1986.

One reason for this in the City

development outside the historic core of the square mile. Knocking down and starting again is an economic option in this area.

But drawing a distinction between the London office phenomenon and the industrial property problem of out-datedness, the high level of demand in the former creates a pressure for change that does not exist in the latter. There is therefore a greater readiness to fund change among the financial institutions.

There is something of the north-south divide in this. It is more difficult to find funds for refurbishment outside the M25 than it is inside it. This could change once the institutions become attracted to yields of up to 25 per cent on refurbished industrial property in the Midlands and northern area of the country.

The exception to this rule of thumb is the retail sector. There is as much enthusiasm for funding an improvement of shopping facilities in Liverpool as there is in Manchester or the London suburbs.

To some degree this is a defensive measure in the city centres against the pressure of developers to create large new complexes on the edge, or out of towns.

Just as office landlords have been coming to terms with their 1960s tower blocks, so the retail property owners have had to grapple with problems arising from design obsolescence and increasingly competitive trading conditions, "Hilary Parker, the chartered surveyor, notes.

Last year, Hilary Parker calculated that no fewer than 77 shopping centres were in the process of refurbishment. And the number would be higher now. More than half of existing shopping centres of 500,000 square feet or more were involved. Three-quarters of all the schemes were over 11 years old and nearly two-thirds of them were outside the south-east.

Buildings, whether retail or office, are becoming obsolete more quickly. The stock needs to be regenerated more often. The days have passed when owners could think of constructing for a century and refurbishing once a generation.

Property and Industrial Development by S. Petherill, S. Monk and M. Perry, Hutchinson, April 1987: £13.95.

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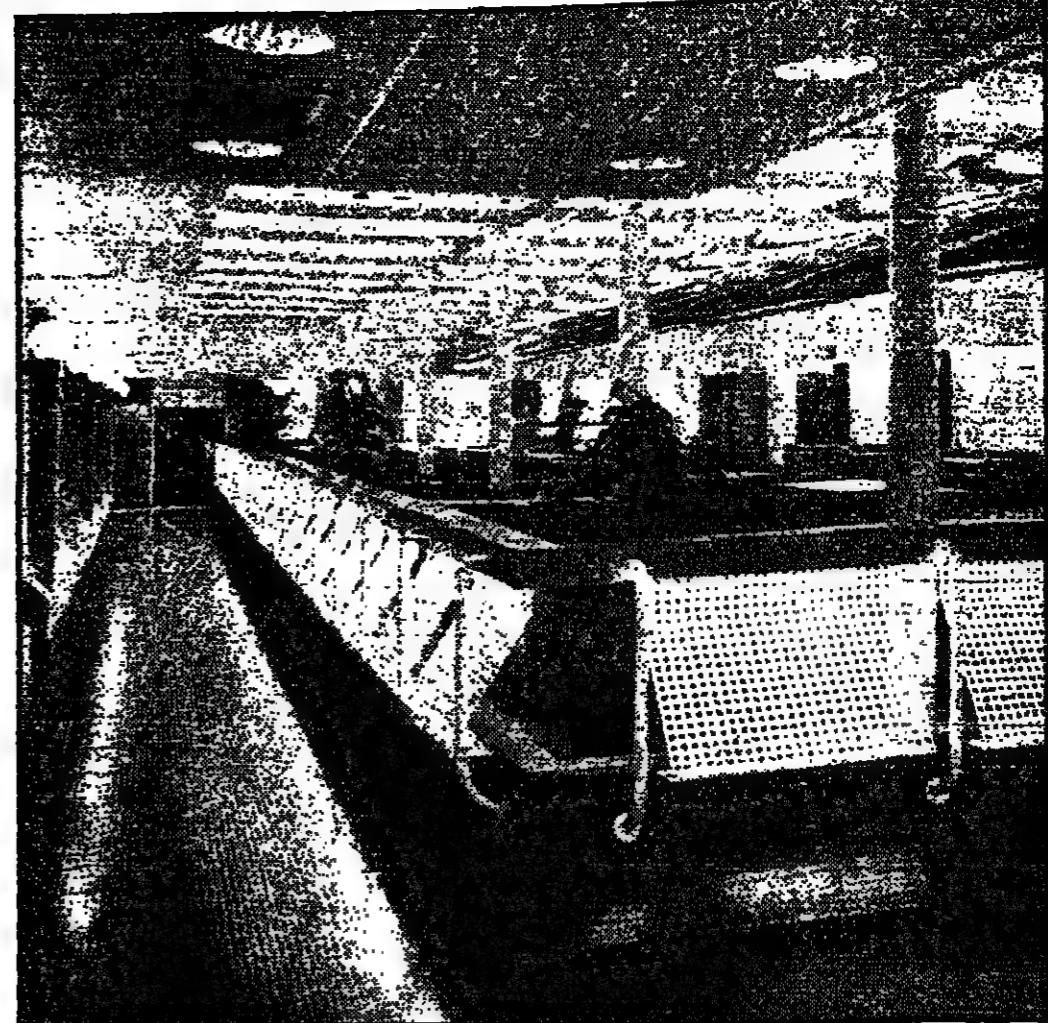
The Electricity Council, England and Wales

REFURBISHMENT 2

Paul Cheeseright looks at why some companies are going for redevelopment and others are improving. Plus West End property



There is a desire among owner-occupiers to hold on to what they have and bring it up to date. Above, Whitbread opens the gate on updated offices.



Whitbread has transformed old cellars into a staff sports and social club.

City buildings

Staying put—even if it costs more

CITY OFFICES have been running at lower levels than in the West End of London, largely because the buildings are less suitable for extensive refurbishment.

About 30m sq ft of the floor space in the City was built in the 1960s and early 1970s and these are the buildings which, because of their shape and construction, are the least suited to modernisation for the major modernisation for the major modern houses.

So there is a trend towards redevelopment—London Wall, a 1960s street in the north of the City is a prime example of the desire of developers to start again, in effect. And this trend has been encouraged by more lenient planning policies

and scope of their operations and increasing turn to electronic technology in this respect.

"In the longer term the supply of buildings capable of being refurbished to the necessary standard will decline. Refurbished property is likely to provide a declining proportion of the supply of office space."

Still, there are general factors that will lead companies and financial institutions to stay where they are and accept that refurbishment of a building they are already in could cost, square foot for square foot, more than a redevelopment.

Mr Stephen Swicegood, managing director of Henry Architects and Engineers, the

company which transformed Victoria Plaza for Salomon Brothers, listed these factors in favour of refurbishment as time—it can be quicker than planning, designing and constructing the new, and location—other sites in city centres are not necessarily easy to find.

So there has been a steady stream of activity to meet the demands of tenants that have spread of electronic trading, the growing internationalisation of the London market and the deregulation of the City

Technical difficulties notwithstanding, this activity has included the adaptation of 1960s buildings. Mowlem, for

example, upgraded Drapers Gardens for the National Westminster Bank, providing new trading floors. Space Planning Systems renovated a building on Cheapside, again fitting it out with dealing floors for J. Henry Schroder Waggs.

And the activity has extended into buildings completed during this decade. ECH Project Services spent £20m on a complete revamp of Ebbgate House, so that Barclays de Zoete Wedd could have the electronic dealing facilities it needed. The building had, in fact, cost about this sum to construct in the first place.

The problem with the 1960s buildings is that often the ceiling heights are not tall enough

to accommodate the maze of premises, finished to a high standard and hence, after deep enough to fit in both the attracting high rentals. Waites

of London Properties

The problem with 1960s buildings is that ceiling heights are often not tall enough to take the

maze of wiring necessary for the equipment, and the rooms are not deep enough to fit in dealers and all their gear

worked in this part of the market with the renovation of a 1960s block in Basinghall Street, now renamed City Tower.

Given the current ambivalence towards buildings of this vintage—an ambivalence that embraces aesthetics as well as technical problems of adaptation—it seems likely that once the space demand-supply equation has achieved a better balance in the City, the greater part of refurbishment activity is going to take place on older buildings.

There is a strong conservationist element in the City Corporation's planning policies. It wants new buildings pushed outside the traditional core of the Square Mile.

But there is also a desire among owner-occupiers to hold on to what they have and bring it up to date. Hence the conservation of the fabric of the Whitbread brewery, in use for 200 years, on Chiswell Street but its internal transformation to modern office space, organised by Space Planning Services.

West End property

The perils of taking on a ballroom

THE TROUBLE with refurbished property in London's West End is that there is not enough of it. The market itself is as big as that of the City and it is under the same sort of pressure.

Still, over a third of national refurbishment activity has been taking place in the West End, according to estimates by Industrial Market Research.

Any developer who can find a property for updating will pay heavily for it. Hence the £30.5m paid by London and Metropolitan Estates and Kumagai Gumi for Distillers House in the St James's area. The listed parts of the building will be restored and a new building will be put up at the back.

Such opportunities are few. Refurbished buildings to meet the rising requirements of tenants are simply not coming on to the market quickly enough. And this is not confined to the favourite areas of St James's, Mayfair and Covent Garden.

The latest floorspace survey of Debenham Tewson and Chinnocks, chartered surveyors, showed that in April alone, the available space in Victoria, which had suffered over-supply, dropped by 15 per cent and there was a drop of 10 per cent in the northern part of the area, again a district which had seen over-supply.

Richard Ellis, chartered surveyor, has calculated that between 1983 and 1980 a total of 5.7m sq ft of new and refurbished property will become available in the West End, but that this represents an average of 100,000 sq ft less a year than between 1982 and 1985. Of that 5.7m sq ft, just under 2m will come from refurbished property.

Refurbishing in the West End is not easy. Westminster City Council, the local authority for the area, has traditionally maintained a rigorous conservation policy which has been concerned not only with the exterior

and appearance of buildings but also their interior preservation. Many of the buildings were once the residences of the rich and have been adapted over the years. But commercial companies these days tend not to want buildings with a ballroom. They may be willing to pay high rentals but not charges which reflect the costs of restoring buildings to a residential standard long since past.

At the same time, large chunks of property are held by estates, notably the Crown itself and Grosvenor. Although their attitudes to property renovation are changing, they have been undertaking the work at their own pace and not necessarily at that of the market.

In the Mayfair district especially, there is in any case uncertainty about whether to go ahead with refurbishment of property holdings. Many have only a temporary planning consent for office use, granted post-World War II to assist recovery, and in 1990 this consent runs out on about 1m sq ft of space, over three-quarters of which is owned by the Grosvenor Estate.

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This designates the category of activity that takes place in any given building. In the new Order, a business class was created that makes light industrial interchangeable with office activity.

The implication is that areas traditionally associated with

light industrial or craft activities—Covent Garden, Soho, Savile Row west of Regent Street and some districts north of Oxford Street—could switch offices without planning permission.

The City Council, anxious to

refurbish properties into at least studio offices when existing tenancies expire.

Demand for space is such that changes of this type look inevitable, but refurbishment will be on a piecemeal basis. The effect, though, will be to spread the office market outwards.

The prizes are considerable.

The rent differential of the West End and the City is eroding as the City itself spreads westwards. Which is why developers are anxious to get hold of properties that offer the prospect of higher rents once they have been renovated.

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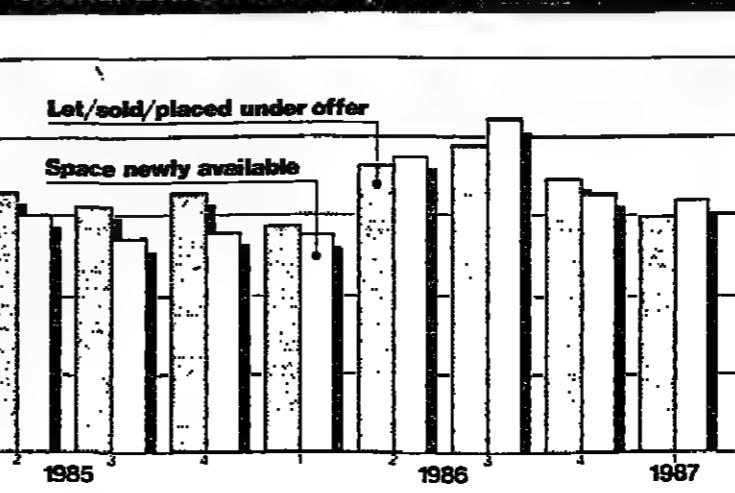
Source: Debenham Tewson & Chinnocks

Market growth for office refurbishment

	Total new private office building and refurbishment output (£ million at constant 1980 prices)	Annual growth (per cent)	Output in Greater London (per cent)
1980	1,082	—	52.4
1981	1,273	+17.7	71.8
1982	1,553	+22.0	85.4
1983	1,537	-1.0	82.0
1984	1,552	-1.0	80.0
1985	1,567	+0.9	77.0
1986	1,715	+9.5	n.a.
Total Output 1980-85	8,564	8.2	4,530
			52.9

Source: Industrial Market Research Estimates based on Department of the Environment statistics and National Council of Building Material Producers Forecast November 1986.

Central London office space



REFURBISHMENT 3

City institutions seeking offices want wide open-plan spaces. Meanwhile, out of London, there are signs that office investment is picking up

New-build boom makes tomorrow's work

THE FLOOD of City office refurbishment contracts placed in the two years running up to Big Bang appears to have ebbed. However, the pace of new building construction continues in its wake some refurb and fitting-out possibilities, while at the same time providing "the raw material for the next generation of work," according to one builder.

According to Vigers, one of the City's leading chartered surveyors, of the 6.2m sq ft of new developments in excess of 10,000 sq ft granted planning consent up to the end of March, only 344,129 sq ft were for refurbishment. And this was made up of just two projects: Lutyns House at Finsbury Circus, and the much smaller Halton House, Holborn. The rest were all redevelopment projects.

Six months earlier, Vigers listed five refurb schemes—although the total space involved, 347,622 sq ft, was much the same—as part of the 6.2m sq ft of space granted planning consent in the nine months to September.

Estate agents and surveyors all make the same point: the financial institutions seeking office space want large open-plan spaces for their trading floors—10,000 to 40,000 sq ft—

and this is hard to squeeze out of existing buildings. As a result, the City fringe has enjoyed a boom and the zone between the City and the West End, especially the increasingly empty newspaper mausoleums of Fleet Street, have attracted a lot of interest.

Rents of around £50 a sq ft (and rising) in EC2, the core City district, and the prospect of a rates explosion are also forcing the newcomers further out, claims Mr Martin Farr of Vigers.

Trollope & Colls (City), Ashby & Horner, and R. Mansell, three of the best-known City refurbishment companies, have been able to follow the changing work patterns and have picked up many contracts for projects outside the City proper.

In April, Trollope & Colls, a

subsidiary of the building and contracting sub-division of Trafalgar House, won three modest refurbishment contracts in the City: the £200,000 Lloyds Bank building in Finsbury Hill near the Monument; Elm contract for work on the Old Bailey; and a £200,000 contract on behalf of the Berliner Handels Und Frankfurter Bank in Queen Street.

Together, however, the three

are small beer compared with

the £10m redevelopment contract for the Adelphi Building in Gracechurch Street, a £1.3m project on behalf of Manufacturers Hanover.

This is an example of mid-city spread by one of the large US financial institutions, and was won by Trollope's construction arm.

The limited amount of major refurb work in the City at present inevitably compares unfavourably with the 1985 and 1986 peaks. In late 1985, for example, Trollope won, in a series of major, four-storey contracts—all for brokers and bankers with the emphasis on dealing room space.

The company's current refurb order-book stands at around £12m, which is down on the last couple of years but comparable with previous non-boom periods. The major contract slack is partly being taken up by a large number of orders for its small works department mainly for fitting-out jobs.

Ashby & Horner, which sup-

plied in the run-up to Big Bang

2,000 dealers desks to more than 60 clients, many of them overseas institutions, has reported one major refurb contract this year—a £5.3m award for the Royal Bank of Scotland's computer centre in Charterhouse Square near Smithfield. Late

last year, however, it won a

clutch of contracts: the £3.2m deal for the Adelphi Building in Gracechurch Street; a £1.3m project on behalf of the Worshipful Company of Fishmongers in King William Street; and finally a £2m contract, again for the Royal Bank of Scotland, in Great Tower Street.

Mr Denis Thornton, Ashby's group marketing manager, agrees that the larger-scale refurb projects have been won by the best-known City

refurbishment companies, and

has been able to follow the changing work patterns and have picked up many contracts for projects outside the City proper.

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REFURBISHMENT 4

A look at what some of the refurbishment companies are up to

Commitment to the market

LAST YEAR saw the end of an era: Haslemere Estates fell to a £25m bid from Rodamco, the Netherlands-based property fund which is part of the Bibb Robeco group. Haslemere had become synonymous with quality refurbishment in Central London over a period of nearly 30 years, since Mr Fred Cleary, Mr David Pickford and Mr Frank Collier began to build it up in the late 1950s.

The company succumbed only after a stalwart defence, led by Mr Pickford as board chairman, that eventually produced a clinching increase in the Dutch offer in March.

Around the end of June, Haslemere managing directors Mr Gerald Powell, Mr Tim O'Rourke and Mr Andrew Hamilton, left to set up a private property company specialising in both refurbishment and new development. They named it Ranelagh.

Over the next few months or so the ex-Haslemere team set up a joint venture agreement with the Swedish group Reinhold, which is becoming increasingly active in the UK property market.

Mr O'Rourke says that Reinhold has now established an international joint venture, capitalised at £10m, along with Scandia, Sweden's largest insurance group, and Hufvudstaden, a major property group of the same domicile. The purpose is to expand in Europe in general, and in the UK and Spain in particular.



Mr Howard Waters

Mr Peter Martin

Ranelagh, meanwhile, has started small with the purchase, in partnership with Reinhold, of two adjacent Georgian houses totalling about 1,000 sq ft between them in Doughty Street, London WC1 for an office refurbishment. It is located where the professionals who service the City of London may well want to be.

Mr O'Rourke says that Ranelagh is now getting close to clinching several "rather larger" projects in the City of London. Ranelagh will want to specialise in the City, the West End and Holborn, as it did at Haslemere before.

Going back to June 1986, that month saw an equally prestigious commitment to the refurbishment market by Grosvenor Developments, part of the Duke of Westminster's Grosvenor Estate.

The company said that it saw a pent-up market of £1bn in the refurbishment of shopping centres over 15 years old and up to £8bn in offices. Mr Peter Martin was named project director of Grosvenor's new refurbishment

division, and Mr Howard Waters was made project manager.

At that time, said the company, it had already undertaken the successful refurbishment of offices and three of the Grosvenor Estates retail centres. A three year programme at the Grosvenor Precinct, Chester, was continuing and the work was expected to continue with the Grosvenor Centre, Northampton.

Grosvenor Developments' first commercial refurbishment dated as far back as 1972 with the restoration of Victoria Chambers in Sheffield. More recently, the regeneration of a 100 year-old Express Newspapers building in Upper Parliament Street, Nottingham, was accorded in 1984 one of the prestigious Europa Nostra awards.

At the time there was a feeling that Grosvenor was bringing a touch of class into refurbishment. The client will want to specialise in the City, the West End and Holborn, as it did at Haslemere before.

Mr Martin did nothing to dispel the sense of occasion. "The Grosvenor Estate has its roots deeply embedded in history," he said at the time. "The foundations of our property interests were laid down over 900 years ago, and subsequently strengthened in the seventeenth century.

"It is a natural progression for us to be heavily committed to both generation and regeneration of property in all its many aspects," he concluded then.

Since then, he and Mr Waters have been preoccupied with doing the Estate's own refurbishment work at Lewisham in South London, Northfield in Birmingham, and in Chester. He says they have also been looking at a number of other propositions, including both offices and retail along the M4 western corridor.

He thinks that refurbishment will justify the investment of more money and people, the latter both from within the Grosvenor organisation and from outside.

Back at Haslemere there is a new managing director, Mr Paul van Romunde, who feels that the company retains many of the skills it had in refurbishment.

"The people who left were those who bought and initiated refurbishment projects," he said. "We've retained the project managers, some of whom have been with Haslemere for more than 25 years—right from the start of the company, in fact." In its continuing refurbishment work, accordingly, the accent has been on projects from within the existing Haslemere portfolio.

Since the Rodamco takeover, says Mr van Romunde, the new Haslemere management has initiated three refurbishment projects "from scratch"—at Bury Street, on the eastern side of the City of London, at New Street, in the same general area, and at New Cavendish Street, north of Oxford Street in the West End.

"They have all been let," he says. "Two of them have been completed and the third, Bury Street, is very close to completion."

The new Haslemere has been trying to buy more classical refurbishment projects, and is getting close on one or two. But, says Mr van Romunde, the process is difficult in central London, which has become a crowded market in the wake of Big Bang.

He, too, is hopeful of attracting more staff of the right quality.

Meanwhile, on a completely different scale, Rodamco has paid over £20m for the freehold of Thorn EMI House in St Martin's Lane, again in the West End of London. What will happen there remains to be seen but it is already clear that the sheer scale of Rodamco could bring a different dimension to Haslemere's operations in the long term.

William Cochrane

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The greatest distance covered by a ringed bird is 14,000 miles by an Arctic Tern which was banded as a nesting on the White Sea coast in July and was captured again by fisherman 8 months later at Freemantle, Western Australia, in May following year.
(Copyright: Guinness Superlatives Ltd.)

WHITE SEA COAST

OUTER HEBRIDES

CAPE TOWN

RED SEA



Castle Hill near Egham, Surrey: now home for the Ugland family shipping business

Stately homes

Gracious and spacious

A DECADE AGO, what used to be stately homes on beautiful country estates were being left to rot, and were even demolished as time, apparently, passed them by.

Since then, motorways have made a lot of difference to a state home if it is not wanted for that purpose, it can now become the core of campus office development where graciousness and space are at a premium.

Ake Larson Construction produced a compromise this year when it completed its 12th major UK project—the renovation and partial reconstruction of Castle Hill near Egham in Surrey.

The house is to be used as global headquarters for shipping magnates Johan Andreas and Lars Ugland, and associated companies of the 300-year-old Ugland family shipping business.

The Uglands, domiciled in the UK for 10 years, wanted Castle Hill to be a family residence as well as the centre of their commercial operations; the result was a mixed brief requiring planning permission for a ratio of 40 per cent residential to 60 per cent commercial use.

The restored house has a total area of 21,500 sq ft. It is set in a 34-acre landscaped estate with stables and lodge house (also Grade II listed), summer house and gazebo overlooking one of the ornamental lakes. All of these required total refurbishment.

The brief given to the ALC team was to restore the original features of the building, and in particular its fine mouldings, staircases, fireplaces and dome, to ensure that the heritage was preserved in a context which allowed the building to be warm and welcoming. The team included the Hubbard Ford Partnership as architects; Scott White and Hookins as structural engineers; and the Slender Winter Partnership as mechanical and electrical engineers.

The habitation was not only for senior office personnel, but for ships' captains in transit. Something better than a plastic hotel room was wanted, and the living areas are now furnished in a style in keeping with a Victorian period atmosphere.

Larson project manager Mr Ian Hunt says that £100,000 has been spent on reproduction antiques and the overall impression created is one of comfortable elegance and quiet efficiency.

The efficiency, of course, relates to the commercial slice of the accommodation, required after the expiry of leases at the previous London headquarters.

An inner city site was considered "hopelessly congested" so Ugland eventually plumped for Castle Hill which is situated at Englefield Green, close to Runnymede where King John signed the Magna Carta in 1215.

Castle Hill, says Mr Hunt, was originally constructed as a country mansion by Sir John Elwell in the late eighteenth century, and is festooned with battlements and balconies. It is described as "embattled from

problems must have been experienced but not all of them were immediately obvious—not unusual in the refurbishment business. Larson says that when rebuilding work began in April 1985 the full extent of the deterioration and rot in the building was found to be much more extensive than initial studies had revealed.

Large areas of the roof needed to be stripped and rebuilt, floors needed replacement and strengthening, and downpipes had to be renewed. Much of the rot in the south and west sides of the building was due to the complete breakdown of weatherproofing on the balconies. These were reconstructed to ensure that similar problems were avoided in future.

The rotting floor timbers and wall panelling on each of the three levels was treated or stripped but only, says Mr Hunt, after photographic records and pressings were taken of the many intricate carvings and plaster mouldings to be replaced in the renovation process.

Larson's UK managing director, Tom Bilden, says that the project was completed two months ahead of schedule and within 7 per cent of the original £1m budget. He says that Larson, which entered the UK market four years ago, is the leading group of Scandinavian business consultants.

He says that an unique approach to building project management, first implemented by Ake Larson when he established his business in 1963, has enabled the company to take 20 per cent of the Swedish domestic commercial market, 25 per cent of the Norwegian market, and set up expanding operations in the UK and the US.

The Larson concept is a simple one; instead of tendering to the client one fixed bid for a whole building project, it offers a fixed consultancy fee for a skilled management team to oversee an entire project.

It says that there is no mark-up on any sub-contracted work, a considerable cost benefit to

the client and, furthermore, any cost savings or discounts achieved on sub-contracted work or direct material purchases are also passed on to the client.

The other major benefit, says Larson, is time saving because the client no longer needs to prepare a very detailed programme of building needs before work on the contract begins.

Larson has done both new-build and refurbishment work in the UK since its pilot project in 1981—a new cancer treatment unit at Clatterbridge Hospital for the Medical Research Council.

At Benham Valance, at Newbury in Berkshire, new-build and refurb came together in a

project for Norsk Data, the Norwegian mini-computer manufacturer. In 1983 Norsk bought Benham Valance, a house built in 1772-75 under the architect Henry Holland but then approaching the point of total dereliction. Some 100 acres of land came with the

building on its Scandinavian connections. Larson got the job and subsequently produced 3,000 sq metres (32,400 sq ft) of fully-refurbished space three months ahead of schedule and after 11 months of construction time. In parallel with the refurbishment, 5,500 sq metres of modern high quality offices were built adjacent to the main house.

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REFURBISHMENT 5

Residential

The repairs gap is widening

RESIDENTIAL REPAIR, maintenance and improvements currently make up the biggest single sector of construction, accounting for over 20 per cent of total recorded workload, with probably at least half as much again on the flourishing "moonlight" side. Yet the race against the rapid deterioration of Britain's housing stock continues to appear unwinnable.

The amounts have long since gone into the hyped figures: between £20bn and £25bn is needed to bring the public sector stock up to acceptable modern standards. A similar amount is required to do the same for the (albeit much larger) private stock.

The number of homes in need of urgent repairs and modernisation in both sectors is in the millions. It is cold comfort to learn that in 1986 124,600 local authority and new town dwellings and 11,300 housing association homes were improved or converted, and that 112,800 improvement grants were given to private owners or tenants. And while the public sector figure is almost half as much again as that in 1985, the number of private grants was down

Number of renovation and repair grants						
	(GB, thousands)			Repair grants as % of all		
	All grants	% change	Repair grants	% change		
1980	95.2	+19	3.6	+194	4	
1981	94.1	-1	10.9	+208	12	
1982	139.0	+48	41.7	+281	30	
1983	292.7	+111	160.8	+286	55	
1984	319.7	+9	176.4	+10	55	
1985	200.1	-37	91.5	-48	46	
1st 3 qtrs	154.3	-36	71.5	-50	46	
1st 3 qtrs	112.9	-23	51.1	-29	43	

by about 15 per cent.

Moreover, while cash expenditure is set to rise in 1987-88, the increase will not be sustained, according to stockbrokers Savory Millin. Conservative environment ministers are still keeping the lid down on the spending of local authority capital receipts to avoid over-heating the industry—a policy which will ensure that the gap between dilapidation and

working group and report on what action might be taken to alleviate the problems.

The group, under the chairmanship of Mr Fred Roche of Conran Roche (formerly general manager of Milton Keynes Development Corporation) reported at the end of last month. Its main thrust concerned the need to raise a very large amount of money and how best to go about it.

It is highly inaccurate to assume that housing disrepair is a uniquely urban phenomenon—there is a depressing, if less obvious, array of rural dereliction—or that inner-city problems are exclusively related to the condition of the housing stock. But it is widely acknowledged to be a root cause of many problems.

The RIBA's central recommendation is the setting up of a National Urban Renewal Agency (NURA). Such an agency, it is suggested, "should be empowered to invest an annual £500m of public funds." This is as well as taking over the administration of the £200m existing Department of the Environment programmes—some 20 in all.

Apart from asking the Treasury to go with £500m annually, NURA would require permission to issue "fully-marketable tax-exempt revenue bonds, like corporate National Savings Certificates, to be guaranteed by Government." This would enable it to raise an additional £4bn a year from the private sector.

It is a highly unlikely plan, paying no regard to current attitudes on public spending and making no mention of what a cash injection on this scale might do to a building industry already suffering from severe skill shortages in vital crafts.

Worse still, an RIBA committee headed by an architect managed to ignore the part of the brief which called for "particular emphasis on the future form of the cities." Perhaps this is because the institution—and the profession—simply cannot agree on this rather vital element, with the result that precious and scarce resources may be spent on the wrong kind of housing improvements.

Prior to this move, Professor Alice Coleman of King's College received a Royal Geographical Society gold medal for "important surveys of the effect of the layout and geography of council estates on the behaviour of their residents." These surveys were published in *Utopia on Trial*, a book in which she detailed scientific work based on 15 "design disadvantage factors" and concluded that estate designs produced and recommended by the Environment Department during the 1960s and 1970s were seriously defective in concept.

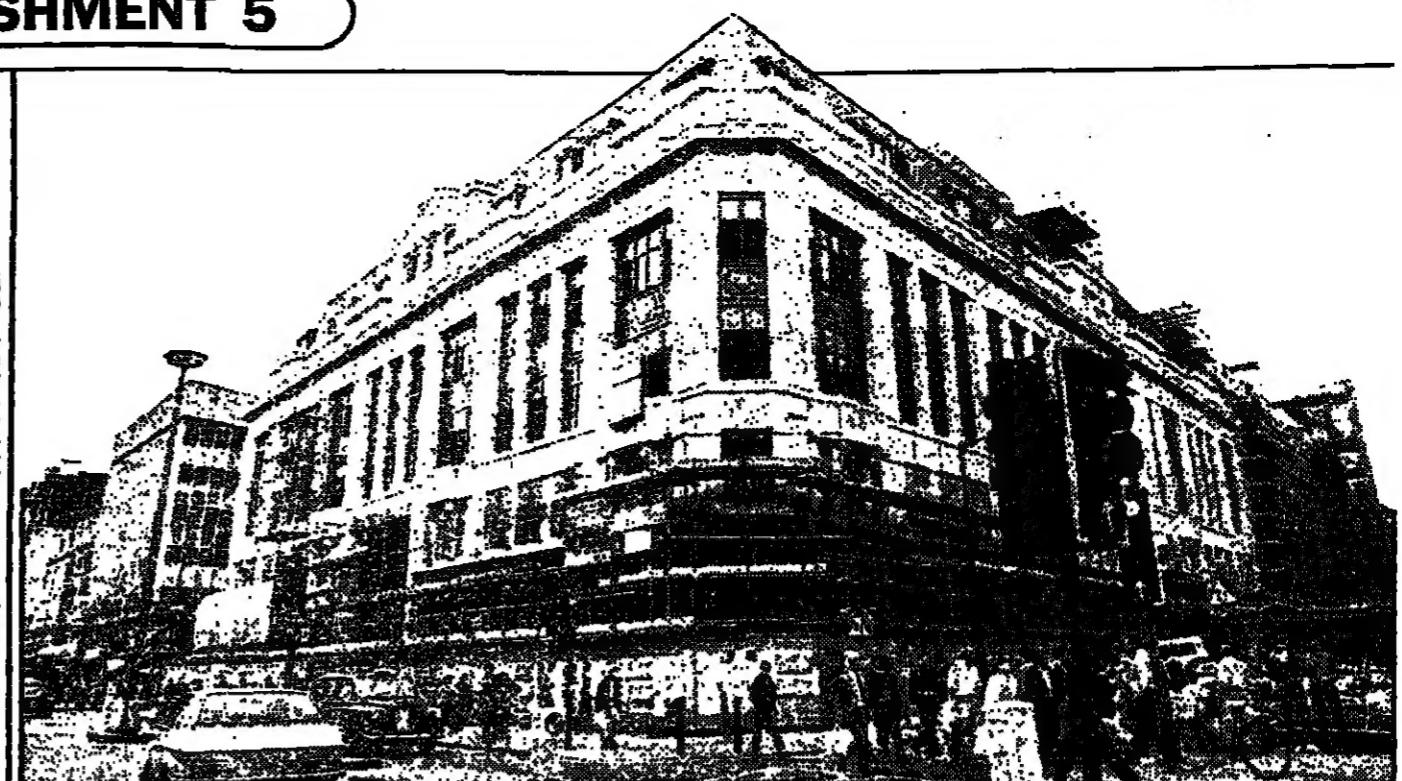
She also criticised severely estate refurbishment programmes which do not take design factors into account: "popular" solutions like landscaping and redecorating simply don't work, says Professor Coleman, while the creation of children's playgrounds and "open spaces" often create more problems than they solve.

More recently, millions have been allocated and spent on the Government's "Estate Action" campaign, much of it on security and crime prevention devices like entrance phones and resident caretakers. The efficacy of entrance phones is disputed by the Government's own Crime Prevention Unit, while Professor Coleman says that, at least, they make tenants safe prisoners within their flats but offer no security elsewhere.

On the other hand, she recommends investing in relatively inexpensive measures like the removal of concrete overhead walkways. Three such walkways were removed from the Mozart Estate in Westgate-on-Sea 18 months ago. According to Professor Coleman, beat policemen on the estate have told her that the crime rate fell by 50 per cent almost immediately—and has remained at its lower level.

Mira Bar-Hillel

The Plaza on Oxford Street will mix office and retail development



Joanna Nathan

Retail

New clothes for older shops

THERE ARE some 1960s shopping centres which should be torn down and removed, piece by piece. Any owner of the retail property sector will have their favourite candidate

for more recreational, social and catering activities.

Mr Beard approves of the Capco/Newcastle initiatives. "There is a constant need to maintain the success of shopping centres before they deteriorate too far, and to examine how they should be viable through reconsideration of trade patterns, refurbishment and expansion into additional space," he says.

"In this way the balance of retailing can be maintained between in-town and out-of-town locations."

The skill of the refurbisher has much to do with whether these projects produce a tired "paint job" or a renewed shopping attraction. Jobs which have to come into the scene centre, or the "specialist centres", frequently in areas of tourist attraction where large, out-of-date but often attractive buildings are located.

Mr Geoff Nickolls, chairman of the distribution branch of the local chamber of commerce thinks that this will help Basingstoke gain recognition as a true regional centre.

Newcastle upon Tyne already has that recognition, and is meaning to hold on to it despite the impact of Geordie developer John Hall's £200m, 21m sq ft MetroCentre development in the Gateshead enterprise zone south of the river.

Gordon Allanson project-managed the development of Eldon Square in Newcastle's city centre for Capital & Counties to its completion, at an estimated 780,000 sq ft. in 1976. He then took on the management of the shopping centre itself, which has been picked out as the best of its period.

Capco and the local council co-owners of Eldon Square, have just announced a £2m modernisation programme for the current year based on the refurbishment and alteration of a test area, the Earl's Way mall linking Fenwick's, Newcastle's original department store, with Whitbybridge (part of the John Lewis group) and Marks & Spencer.

David Beard joined agents Fuller Peiser as a consultant partner in April. Until recently he was chief estates officer to the former Basildon Development Corporation in Essex, concerned with major improvements to the town centre. He is in favour of "putting a lid" on open shopping precincts.

"For the future, a new dimension is being considered above pedestrianisation," he wrote recently. "Complete weather protection in full or in part to the central core shopping is needed to allow many more activities to be introduced both during the day and in the evening, creating opportunities

for more recreational, social and catering activities."

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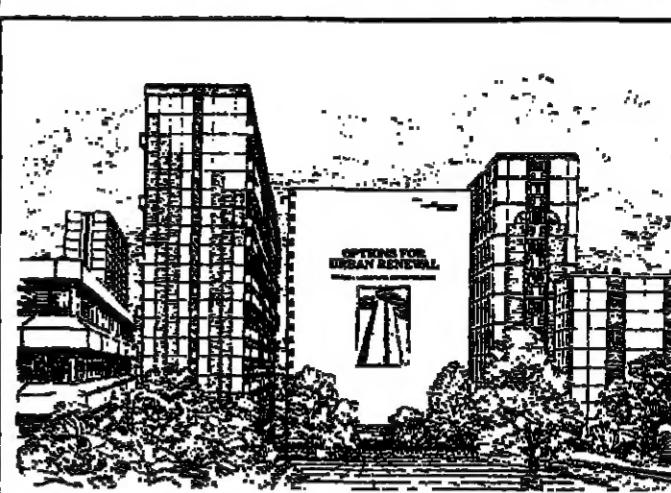
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